



U N I V E R S I T Y O F

L I V E R P O O L

**Strategic Workforce Planning: A Proposition for Detonating the
Demographic time-Bomb in the Kenyan Public Service**

DBA Thesis

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¹ Demographic time-bomb is a metaphor referring to having an aging population coupled with, rapid urbanization, and a skewed sex ratio, in relation to the total population in a given scenario. See Kinsella & Phillips (2005); OECD (2000).

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Abbreviations

AR	Action Research
CBS	Central Bureau of Statistics
CEO	Chief Executive Officer
CSS	Corporate Staffing Services
DG	Director General
DFA	Director Finance and Administration
DFRD	District Focus for Rural Development
EASD	East African Statistical Department
GOK	Government of Kenya
HR	Human Resource
ICT	Information Communication Technology
ILO	International Labour Organisation
KNBS	Kenya National Bureau of Statistics
MDAs	Ministries, Departments and Agencies
NSS	National Statistical System
NSDS	National Strategy for the Development of Statistics
NSSF	National Social Security Fund
SMHRMD	Senior Manager Human Resource Management and Development
SPS	Sector Plan for Statistics
SWP	Strategic Workforce Planning
WSC	Workforce Steering Committee

Abstract

The demographics of the Kenyan public service are poised to change in unpredictable ways in the next few years, especially regarding diversity in the workplace. For a country with a bulging youth population whereby about 61% of the population is under the age of 24 years with those aged 14 years and below accounting for about 42%², it is worrying that the workforce components are neither inventoried nor planned for, especially in the public sector. This sector is also the largest employer as is the case in most parts of sub-Saharan Africa (SSA). This study seeks to find out what it would take to improve the practice of a large public sector organisation, KNBS, using strategic workforce planning to tackle its workplace challenges. There is an attempt to mitigate the imminent and/or looming skills shortages in the light of the mass exit of the ‘baby boomer’ generation from the workplace on the one hand, and the government’s policies restricting the hiring of younger generation recruits, on the contrary. The study uses participatory action research to highlight the need for a strategic workforce plan (SWP) as a medium to long-term coping strategy.

The study undertakes the first full cycle of the Participatory Action Research spirals involving participants within the workplace. These participants, drawn from various directorates and departments within KNBS, split into focus groups. An analysis of workplace demographics provides a baseline to enable the development of a sustainable SWP, one that could be ‘rolled out’ across the country’s public sector. While recognising that many change initiatives fail due to lack of involvement of key stakeholders, this study engages the whole spectrum of employees – not just as information sources, but also significant actors in the process of crafting a new 5-year SWP for KNBS.

² *IndexMundi* is a data portal that gathers facts and statistics from multiple sources and turns them into easy to use visuals. Its mission is to turn raw data from all over the world into useful information for a global audience. The firm provides detailed country statistics, charts, and maps compiled from multiple sources and claims to “capture statistics that are scattered or otherwise hidden and present them via user-friendly maps, charts, and tables which allow visitors to understand complex information at a glance.” See IndexMundi (2014) Kenya Demographics Profile 2014. Retrieved from: http://www.indexmundi.com/kenya/demographics_profile.html [Accessed 30 March 2015]

Chapter One

1. Introduction

The problem of ageing staff would seem like a global issue, going by existing literature. Examples from Europe, Asia and USA, all appear to reveal that the 'baby boomers' (a term given to those born in the late 50s to the early 60s) are approaching retirement in large numbers and therefore about to exit the workplace, negatively impacting the demographic balance (Vettori, 2010). According to O'Connor et al. (2009), the impending exits of a vast number of employees point to a possible lack of talent management. It is a crucial time therefore for organisations to examine what opportunities may present, that can combine various strategies to forestall a demographic crisis at the workplace.

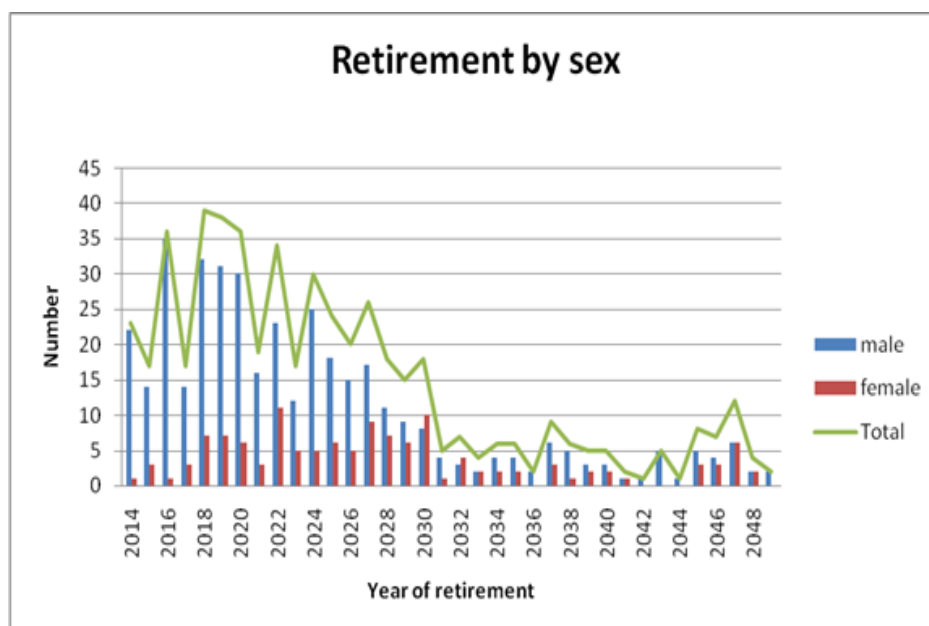
In the Kenyan public service, there is a massive exodus of staff from the workplace on 'attainment of the mandatory age of 60 years' (Were, 2009). The Kenya National Bureau of Statistics (KNBS), which is the context of this study, is a semi-autonomous government agency, carved from the mainstream central government in 2007 (Kenya, Statistics Act, 2006), sharing a similar history in the current challenges impacting staffing across the public service. High turnover creates challenges in knowledge and productivity management (McElroy et al., 2001). Apart from mandatory retirements, there have also been many other staff exits in KNBS in the recent past.

There is an inevitable loss of knowledge as the employees retire after many years. Downsizing brought about by involuntary turnover (Rusaw, 2004) also leads to loss of human capital. Argote (1996) argues that removing high performers from a group leads to deterioration of productivity of the whole team. It is the greater than normal turnover that impacts the knowledge and transitive memory of an organisation. The challenges bring to the fore, acknowledgement that high turnover rates are a major concern due to the destabilisation effects to an organisation (DeLong, 2004, Dohm, 2000, Greene, 2005)

1.1 The Demographic Changes Expected in KNBS

To have a feel of the situation at KNBS, Figure 1.1 reflects the expected year of retirement for each of the existing employees at the start of this study in 2013. It is evident that there are massive exits expected between 2014 and 2030. Further, with no replacements, KNBS would practically close down by 2030 as there would be no employees left to carry out the scale of operations expected of a National Statistical organisation. In addition to the expected exits due to mandatory retirements, there are also other exits taking place through voluntary early retirement, resignations, death or sickness.

Figure 1.1: KNBS Impending Retirements by Sex 2014-2048



Source: KNBS Staff Database (2013)

The KNBS employee establishment currently stands at 526 employees. The numbers shown in Figure 1.1 are absolute, reflecting the number of both men and women expected to retire each calendar year. For instance, there will be 36 employees retiring in 2016, 39 in 2017, 38 in 2018 and 37 in 2019 respectively, an average turnover of 8 % per year, for the four years. Appendices 7 and 8 provide details of the staff that have left KNBS in the last three years, both on retirement and other forms of exit such as resignations, sickness, death and voluntary early retirement.

According to Anderson (2004: 369), the number of resignations + the number of transfers + the number of retirements divided by the total number of employees = the attrition rate percentage. In KNBS therefore, the attrition rate for 2014 is 5.7 % (8 resignations and transfers) +22 retirements)/526=5.7%. In 2015 alone, KNBS had already experienced four resignations and 15 retirements by mid-year, a trend that is expected to continue into the future. Going by the attrition rates, KNBS will lose up to 300 of the existing staff today in the next ten years, having a grave impact on those who are left behind as they have to pick the extra workload, worsening the risk that they may also leave as a result. Further, the skills lost are not easy to replace as it takes years of training to produce real statisticians.

1.2 Contradictory Government Pronouncements

If we look at ageing staff has in the context of the government's position on human capital, the Kenyan Constitution (2010: 232) as well as the government's development blueprint (Vision 2030) social pillar both give human resource development as a priority concern. Section 3.8 of the Vision 2030 states thus:

.....'As a priority, a human resource database will be established to facilitate better planning of human resources requirements in the country. Furthermore, steps will be taken to raise labour productivity to international levels' (e-Promis, Vision 2030- Pillars)

There have also been many pronouncements from the Kenyan government officials that human resources are the country's best assets (Kenya, Vision 2030).

However, actual policies on the ground reflect macro-level conflicts and paradoxes. For instance, while the Kenyan government ostensibly supports the increase of youth and women's participation in all spheres of the public service, there are counteracting pronouncements to freeze all recruitments across the service. Indeed, right now, only very few Kenyan public organisations are allowed to recruit because the public wage bill has become unmanageable.

A caption in a local Daily recently read "State Seeks Sh2b to retrench thousands of Civil Servants." (See The Standard, Wednesday, March 5, 2014). Evidently, the Kenyan Government plans to spend KSh.2 billion (US \$ 22.7 million) to retrench the 'excess workforce' in the civil service. This measure is expected to clean up the government payroll as well as control a spiralling wage bill and is expected to kick off in the 2014/15 financial year. The Ministry of Devolution and Planning is to procure a consultant to help rationalise the public sector workforce. The number to be retrenched includes KNBS employees as they also receive salaries from the state exchequer. The appointed consultant is expected, among other things, to establish an optimal number of workers for the National and County governments. Approximately 100,000 civil servants will be deemed to be redundant, to tame the massive wage bill now standing at US \$58 million per annum. The report further observes that "recruitment practices that are inconsistent with the needs of the public service and the capacity of the economy necessitate review."

Another aspect of public service human resource management in Kenya has to do with donors or the so-called government's development partners. From as far back as 1980, the international financial institutions namely World Bank and the IMF began the 'Structural Adjustment Programmes', whose

principal aim was to free the Kenyan economy from state control and promote private enterprise (Kang'ara, 1999: 111). However, the policies accompanying this process were not necessarily consistent with the requirements of the beneficiaries, especially as far as human capital management is concerned. Indeed, Kang'ara (1999) admits that in making an analysis of the state of human rights violations due to massive staff layoffs, she is convinced that the state is not innocent.

'In making this analysis, I am confronted by the challenging evidence implicating the state in economic mismanagement' (Kang'ara, 1999: 110)

It would not be distant to position the layoffs of thousands of public servants in 1990 and 1993 as part of this economic mismanagement. Despite the fact that international financial institutions were meant to develop their benefactors (see Kang'ara, 1999: 111), the donors' actions led to the impoverishment of both the individuals, organisations and countries involved.

1.3 The Research Problem

The research problem, therefore, relates to finding a holistic solution to forestall the effects of the high turnover rates brought about firstly, by ageing staff, expected to leave the organisation within a short duration and secondly, through exits caused by other emerging factors. KNBS is mandated to collect, analyse, report, disseminate and archive all official statistical information in Kenya. It would impact the stakeholders who use this information negatively, were there to be a sudden loss of skills that leads to either a slowdown or total collapse in information flows. A crisis of this nature would affect many sectors of the economy, including the government that uses the information to prepare economic plans for the country. Massive exits are also likely to cause loss of tacit knowledge (Lewis & Cho, 2011) and cause budgetary problems of financing retirement costs (Ezra, 2015), new recruitments (demographic imbalances) and statistical training costs for new and inexperienced staff. If we need to extend the tenure of the retiring staff, then we face the prospect of higher medical bills as well as higher pension payouts (McElroy et al., 2001)

Stacey (2011: 16-17) states that structures (organisations) are dynamic with different patterns of 'birth, growth and death'. He further argues that change in organisations occur when coalitions of leaders and managers change their 'macro-designs, rules and procedures'. Historical incidents such as the Structural Adjustment Programmes (Rono, 2002; Kang'ara, 1999, Dollar & Svensson, 2000) brought about massive retrenchment of public servants in 1990, and later in 1993, leaving in their wake, human

resource gaps that have persisted to-date. KNBS, then known as the Central Bureau of Statistics lost some 1200 employees through the ‘voluntary early retirement’ plans. Subsequently, KNBS has also experienced staff exits mostly to other newer state corporations.

Given the problem of impending high staff turnover from the public service, corrective management of the Kenyan workforce, for both the present and future, needs to be undertaken, to detonate a ticking ‘demographic time-bomb’ (a metaphor for disaster in waiting). As at the beginning of this study, there was neither a functional Labour Market Information System nor an Integrated Human Resource Development Strategy for the country. There are two key documents, which have been accorded a place in the National Development Plans of the country for over a decade (Ministry of Labour, Social Security & Services, Kenya, 2013). However, they have remained undone as they were dependent on the National Manpower Survey and National Skills Inventory, also lacking, among other crucial documents that would guide human resource planning.

For KNBS to achieve the objectives in her strategic plan, it would be essential to deliver value in a sustainable and competitive manner. Ashworth (2006) recommends looking at the opportunities that could reshape the culture of the organisation as a result of a high turnover. One workable recommendation would be strategic workforce planning, which entails restructuring the human capital, in line with the organisational strategic plan, as a supply chain model starting from the recruitment, the training and the eventual deployment (Grobler & Zock, 2010).

While there is evidence in the human resource database that there is a demographic crisis, what is now more pressing is finding its extent and a solution going forward. Coghlan and Brannick (2010: 37) argue that the process of constructing, planning, taking action and evaluating action would lead to a practical solution. The problem analysis above led to my research question: What would it take to improve the human resource practice at KNBS to forestall a demographic crisis against a backdrop of contradictory government pronouncements regarding further retrenchment of public servants? This legitimate professional concern warrants attention and commitment, hence the study.

1.4 The Action Research Thesis

The choice of undertaking participatory action research is, therefore, to answer the identified research question by devising a collaborative workplace solution to an impending crisis, namely the demographic imbalances using strategic workforce planning (SWP) as an intervention. The Participatory action

research derives some insight from Checkland's (2000) 'Soft Systems Methodology,' which proposes reflection in a cyclical manner through identification, planning, action and review of a problem as it evolves. Secondly, the study takes a critical look at the organisation's strategic planning efforts, which though always mentioning the idea of 'human resource development' have not quite come up with actual processes to achieving the stated strategic human capital objectives. This chapter introduces the overall study context that propositions a five-year strategic workforce plan for KNBS as a medium to long-term coping strategy.

1.5 Planning for an Ageing Workforce

This study is a 'call to action' that seeks to answer critical questions regarding the way things were done in the past and an appeal to better prepare for emerging change. It is a call to move from the human resource approaches hitherto adopted by the public sector in Kenya leading to a disproportionately ageing workforce and an absent youth. The study therefore poses and seeks answers to a range of reflective questions for public policy, all linked to the research question, especially for a supposed role model like the KNBS viz:

- How can we improve the policies that have led to the staff's ageing en masse without replenishment?

If we understand why staff have not regularly been replenished leading to mass exits, we can improve the staff recruitment and retention strategies.

- How do we develop a multi-generational workforce?

It would be necessary to identify strategies that would foster understanding between the older and younger generations, improving employee relations within the workforce and increase retention rates.

- How can strategic planning be made more relevant to the challenges faced in the public service, in general, and KNBS in particular?

It would be necessary to link the organisation's strategic objectives to the human capital challenges as well as the Government's development blueprint, the Vision 2030, improving the implementation of future strategic plans and allocation of resources to human capital. Answering these critically reflective questions may be utilised to manage staff retentions, harnessing the talent and succession planning in a manner that would cushion KNBS from losing valuable skills in a haphazard manner (Lewis & Cho, 2011; Lewis & Heckman, 2006).

1.6 Organisation of the Study

Following this opening chapter, the rest of the study seeks to unpack the narrative on a key management problem within KNBS, intending to achieve an organisational change that takes into consideration the underlying power relations amongst the key players (i.e. employees, senior management and the Government policy makers). Consequently, Chapter 2 kick-starts the documentation of the research background, providing the context for the entire study. Chapter 3 is the literature review specifically touching on how strategic workforce planning (SWP), can be an intervention in counteracting the effects of high staff turnover and its effects. Chapter 4 covers the methodology, where I highlight participatory action research and the vagaries of insider research along with the theoretical framing of the study. The chapter covers the sample selection, data collection methods and analysis techniques; as well as the process of seeking and obtaining ethical approval for the study. In Chapter 5, the data collection and analysis is undertaken, clearly highlighting the key findings from the study, supported by some quantitative data. While Chapter 6 covers a discussion of the results of the research, Chapter 7, links the research questions and the findings to providing the managerial strategies for implementing the SWP and for sharing with stakeholders. Finally, Chapter 8 covers my personal growth as a scholar-practitioner and how the process of constant reflection has influenced my approach to the way I relate to people, inside and outside the organisation.

Chapter Two: Organizational Background

2. Introduction

The history and mandate of the present day Kenya National Bureau of Statistics (KNBS) is the focus of this chapter. The analysis takes into account several pieces of legislation that have culminated into what the statistical organisation is today. The review of key laws and policy documents includes the Statistics Act (2006), the Kenya Constitution (2010), the Strategic Plan (2013-2017), and the on-going National Strategy for the Development of Statistics (PARIS21 Secretariat, 2004). The latter two (Strategic Plan and NSDS) draw heavily from the Kenyan government's Medium Term Plan (MTPII, 2013-17). The two are in turn pegged to the Vision 2030 development blueprint (Kenya: Vision 2030). The Vision 2030 has three pillars, which encompass a social pillar with a particular focus on human resources, education, gender, youth and sports as flagship projects while the two other pillars are the 'political' and the 'economic'. Notably, the Constitution (2010) places a premium on service delivery, with specific emphasis on participation in policy formulation and implementation by all stakeholders.

2.1 From CBS to KNBS

The genesis of statistics in the East African region dates back to the 1920s; when the Colonial Government, in 1925, appointed the first official statistician. The East African Statistical Department, (EASD) formally created in 1948, collected, processed and published statistical data for the three colonial territories, as well as publishing the East African Economic and Statistical Bulletin on a regular basis. It was not until 1956 that the EASD became decentralised into three Statistical Units to serve Kenya, Uganda and Tanganyika while retaining the EASD to deal with common statistical needs among the three regions. For the very first time, a fully-fledged Statistical Unit was set up in Kenya within the Treasury, following the enactment of the Statistics Act of Kenya on 4th July 1961.

The Ministry of Economic Planning and Development was subsequently established in 1963, taking up the Economic and Statistics Division from the Treasury. Later, the Division would be split into two units: (the Planning Department headed by a Chief Economist and the Statistics Department headed by a Chief Statistician (KNBS Website). In 1972, the department was renamed the Central Bureau of Statistics (CBS), and its Head of Department designated 'Director'. It is worth noting that the CBS experienced phenomenal growth during the period 1961- 1970 both at the headquarters and in the field. The CBS then undertook a broad range of data collection activities and maintained a healthy publication programme, up until 1980. This progress continued up to the mid-1980 when CBS expanded its field

survey programme to respond to the need for district-level statistical data following adoption of the District Focus for Rural Development (DFRD) strategy in 1983. This trend however dissipated in the 1990s when CBS started experiencing low-level data collection, minimal processing and analysis of collected data and discontinuation of publications. The hitherto regular features of CBS activities had been impacted negatively by inadequate budgetary allocations as a result of the reduction in government expenditure and an insufficient number of professional staff, particularly at senior levels. The government had responded to the 'Structural Adjustment programmes' (SAPs) which required retrenching thousands of civil servants, almost to the point of destruction (Rono, 2002). This point in time would explain the persistent low levels of staffing at the CBS for the next several decades. One key condition for the loans to Kenya from the IMF and the World Bank had been the reduction of its civil servants, undertaken in 1992 when significant retrenchment was carried out

'The Government has from 1992 been implementing a major public service reform programme aimed at reducing the overall size of the public service and achieving cost containment, and rendering the public service more efficient by improving working conditions. To this end, the public service has been trimmed by over 33,000 since July 1993'. (Kenya: Economic Reforms for 1996-1998, p.4)

Indeed, the retrenchment conditionality proved to be a major failure with many skilled workers laid off, and organisations left grappling with staff shortages that have persisted to-date. At some point, it was, therefore, imperative that measures be taken to reverse this negative trend. It was as part of this effort that the Statistics Act of 2006 was crafted to create the KNBS, replacing the CBS.

2.2 The Statistics Act No 4 of 2006

The Statistics Act of 2006, succeeded the Statistics Act of 1961, established the KNBS as a Semi-Autonomous Government Agency (SAGA) with the following mandate:

1. Planning, authorising and coordinating all official statistical programmes within the National Statistical System (NSS),
2. Establishing standards and promoting the use of the same in the production and dissemination across the NSS,

-
3. Collecting, compiling, analysing, abstracting and disseminating statistical information as per the first Schedule of the Statistics Act,
 4. Conducting the Population Census every ten years (UNstats.un.org), and any other censuses and surveys as the Board may determine,
 5. Maintaining a comprehensive and reliable national economic database.

The Statistics Act (2006) also specifies the operation of KNBS by an independent Board of Directors comprised of eight members and the Director General, who is the secretary. In line with the Act, the board representation is as follows:

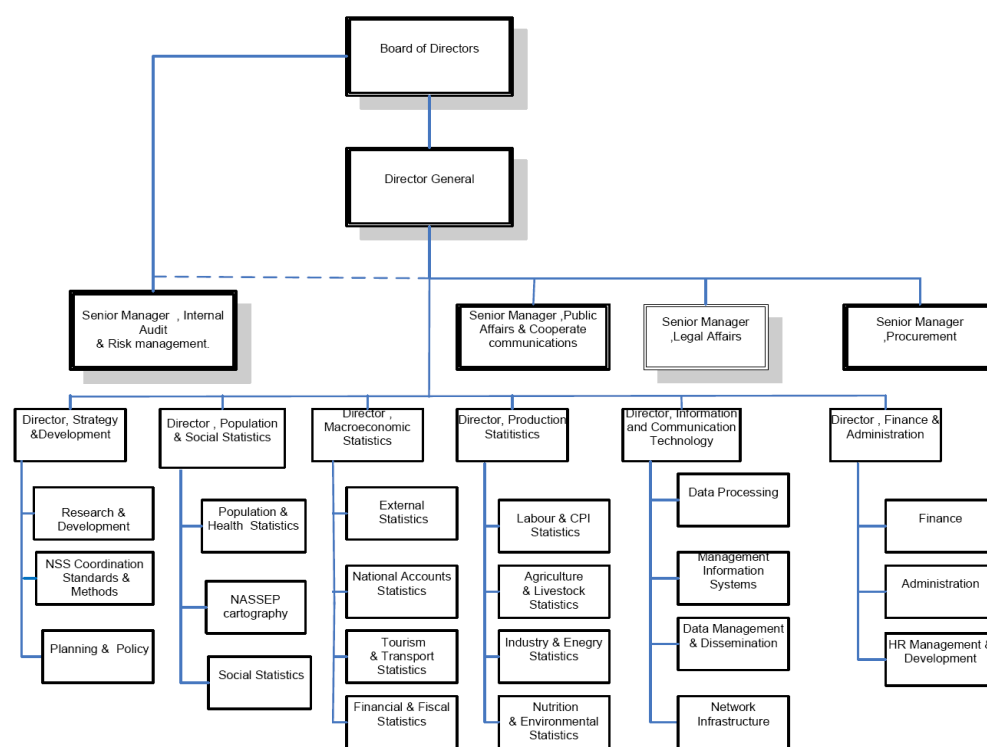
1. Principal Secretary, Ministry of Devolution & Planning
2. Principal Secretary, The National Treasury
3. Universities
4. Research organisations (2 representatives)
5. Non-Governmental bodies
6. The Council for Population & Development (NCPD)
7. The Chairman
8. The Director General

The Director General is mandated to carry out the day to day running of the KNBS while the Board provides oversight, meeting at least once every quarter.

2.3 The Organisation Structure of KNBS

KNBS is run by an independent Board of Directors as specified in the Statistics Act (2006). The Board comprises of eight members and the Director General (level 1), as the secretary. Approximately 70 % of the current staff originated from the former CBS after being interviewed for suitability following a consultancy report by PricewaterhouseCoopers in 2007.

Figure 2.1: KNBS Organisation Chart as at December 2014



Source: KNBS Website (www.knbs.or.ke)

2.4 Composition of the Workforce

The current staff establishment of KNBS is 526, made up of six directorates and the Director General's office. As at December 2013, the top management comprised of six directors (level 2). Each director heads a Directorate and reports to the Director General.

The six directorates with their staff are:

Macroeconomic statistics	32	
Production statistics with	49	
Population and Social Statistics	300	(includes field staff).
Strategy & Development	10	
Finance & Administration	89	

ICT	32.
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Three units, considered strategic, report directly to the Director-General; namely the

Communications	1
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Legal unit	1
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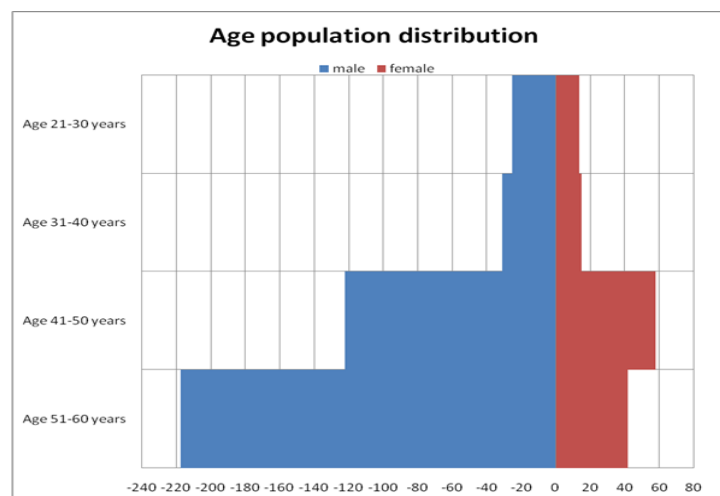
Procurement with	9
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Internal Audit Division	3
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Total	526
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The number of staff-in-post may vary due to replenished exits at one given moment. For instance, after the 2014 and 2015 retirements and resignations, the number has gone down to 477 as at 30th June 2015, pending recruitment of replacements, which is on-going. Regarding age and gender distribution, see Figure 2.2

Figure 2.2: KNBS Age-Population Distribution as at December 2013



Source: KNBS Staff Database (2013)

The composition of the staff as shown in figure 2.2 has implications for the diversity of employees in future, given that the seniors will have to give way to the youth, while the gender composition will also change.

2.5 KNBS Strategic Plan 2013-2017

The KNBS is currently implementing its Strategic Plan for the period 2013-17, which was completed in late 2014, and which forms the basis of the strategic workforce plan proposed in this study. The Strategic plan must of necessity be aligned to the overall management strategy as spelt out in the government of Kenya's development blueprint, the Vision 2030, along with the second Medium Term Plan (MTP 11, 2013-17). These are key public policy documents that KNBS, along with the rest of the public service have to align themselves to as a requirement.

Strategic planning in statistics dates back to the first five-year Statistical Plan for the CBS, which then was a government department in the then Ministry of Planning and National Development during the period 2003-2007. This plan was the instrument that transformed the CBS into a semi-autonomous Government agency, KNBS, by an Act of Parliament (the Statistics Act No.4 of 2006). A second strategic plan covering the period 2008-2012, comprehensively reviewed the first strategic plan, identifying the lessons learnt and built on them. While the first two strategic plans focused on only the KNBS, the NSDS intends to cover the wider public service that includes sectors (Ministries, Departments and Agencies, with KNBS and Counties comprising specific sectors). International statistical best practice requires that the NSDS design process follow a 'sectoral' approach in which there is a Strategic Plan for Statistics (SPS) for each of the sectors. The overall NSDS after that uses each of the SPS's as a building block. This approach in practice leads to enhanced coordination of the National Statistical System as testified from countries such as Uganda that have already put the strategy in place. It is fortuitous that the design of the NSDS coincided with the design of the third- generation strategic plans for MDAs and Counties in the whole country. The excellent opportunity to inter-link the Sector Plans for Statistics with the strategic plans for the MDAs has brought about the synergy that will attain compliance with the new Kenyan Constitution (2010).

Notably, the Constitution (2010) has placed much emphasis on accountability, calling for evidence-based policy, planning, decision-making, monitoring and evaluation in all sectors of the economy. These constitutional requirements have enhanced the need for comprehensive and quality data by all citizens. The proposed strategic workforce plan anchors itself on the demands of the strategic planning framework that takes KNBS into the next five years.

The Vision 2030 economic blueprint's three pillars, the economic, the social and the political underpin the foundation for socio-economic transformation, providing support for the country's development. The

KNBS has the key role of providing data for measuring the progress of this change at each stage. Some key provisions that KNBS would be monitoring include Labour, and in particular, human resource development and the Employment sector.

The MTP II (2013-2017) comprises the second half of the Vision 2030 transformation effort. Its motto is 'Transforming Kenya: A Pathway to Devolution, Socio-Economic Development, Equity and National Unity.' Its emphasis is the full implementation of 'devolution' underpinned by an increasing population, promoting equity, inclusiveness and employment to meet the needs of the youth, aligned to the government agenda for 2013-17 and beyond. KNBS is at the centre of providing data for monitoring the progress of the 'Vision' at each step. It is, however, important to analyse the specific issues that face KNBS, threatening the role of surveillance of the Vision.

2.6 Specific Issues Facing KNBS

2.6.1 An ageing workforce with an absent youth

An ageing workforce is worrying considering the demographic distribution of Kenya's labour force. Various policy documents such as the Medium Term Plan¹ (2008-2012), Vision 2030 and the Labour, Youth and Human Resource Development Plan (2008-2012) take cognizance of the challenge of ageing staff. Formal sector growth has been slow, with a burgeoning informal sector, a 12.7% unemployment rate, changing forms of work with limited job security and high youth unemployment. Indeed, a report presented at the World Economic Forum (WEF, 2013) in South Africa by the Africa Development Bank (ADB) highlighted a mismatch between economic growth and job creation in most African countries, against a backdrop of a rapidly growing youth population (see World Economic Forum, 2013). KNBS is only one among many of the organisations in the Kenyan public service that finds itself in the workforce dilemma, with just 2 % youth in the labour force (see figure 2.2). A study of the staffing in the devolved governments (i.e. the Counties) reveals an equally grim picture of the state of the workforce. Under the provisions of the 2010 Kenyan Constitution, there are 47 Counties in Kenya, currently with a total of 102,653 employees. Out of this number, only 15,000 are 18 to 34 years old, accounting for only 19% of the workforce (Omwenga, 2014; Gichobi, 2014).

2.6.2 Poor Work Environment

The KNBS work environment is less than perfect and has been a source of employee complaints and health concerns. The headquarters staffs are spread out in three different locations, with ageing offices and congested accommodation. Becker & Steele (1995) argues that high-performance facilities are

necessary to attract and retain talented, motivated employees. Innovative workplaces may be achievable through developing a holistic, integrated approach to development which balances between business strategies, occupant performance with short- and long-term costs. This method ensures that workplaces are more efficient, flexible, and sustainable—thereby offering the best value to stakeholders. In the General Service Administration (USA) Report for (GSA 2001) it is stated:

‘The role of the place where people work in government has never been more important, especially considering that over the next decade large numbers of Baby Boomers will start to retire—resulting in about 40 percent of current employees leaving the workforce. Using innovative workplace design strategies to create working conditions that will help attract young and talented people to government service are essential’.

The report emphasised that to improve employee productivity, reduce absenteeism, and increase retention rates; while offering the best value in today's chaotic work environment, workplaces must go beyond simple function and aesthetics to become a strategic business tool that supports both the emerging work practices and organisational culture.

2.6.3 Lack of Succession and Talent Management

KNBS has a total of thirty-four (34) officers from different cadres who will have retired by the 30th of June 2015, having attained 60 years of age. Please see Appendices 7 and 8 for the composition and respective directorates of the retirees and other leavers. The worst hit directorate is Population and Social Statistics, made up mainly of those officers who survived the retrenchments of the 1990s.

Apart from retirements are other exits of statisticians and accountants, who are highly sought after by international bodies and new state corporations, respectively. These exits bring on the challenge of succession planning and talent management within the organisation. The data reveals that the Directorate of Finance and Administration has the most mobile employees followed by Population and Social Statistics.

The turnover patterns are very telling regarding where interventions would be necessary regarding talent management and staff retentions. Hiring the best employees and getting to keep them is becoming very competitive. Indeed, it is being recognised as one of the biggest constraints on growth opportunities across the globe. While acknowledging that recruitment is just filling open positions, skill acquisition is more long term in nature (O'Connor et al., 2009). Identification of future situations may occur by

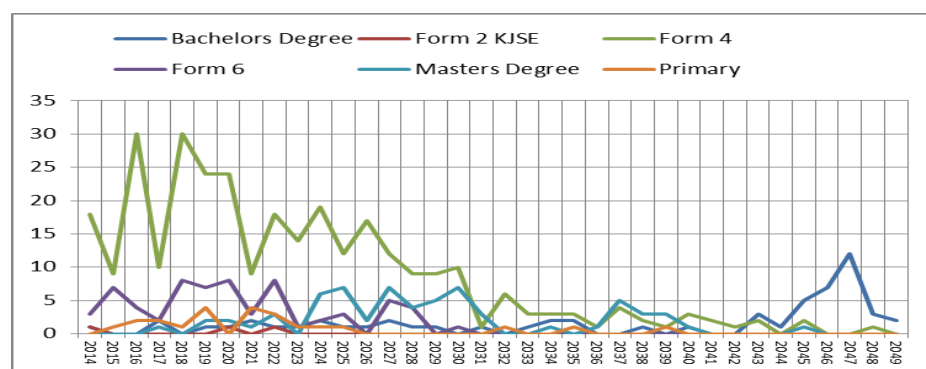
looking at succession management, analysing attrition rates for certain areas and then predicting that certain openings will occur at a predetermined period.

To-date, neither succession management nor any form of workforce planning has been undertaken in KNBS, an organisation that needs to look at its future staffing needs while meeting its short- term responsibilities and obligations to its clients.

2.6.4 Dwindling Employee Skills and Qualifications

The current employee skills at KNBS may be comparable to the rest of the Kenyan public service. However, given the impending exits, KNBS must seriously plan on how not just to pass on existing skills but also equip new employees with more adaptable skills going forward. KNBS, despite being a research organisation, currently has no one with a doctoral degree, having lost the only one it had to a United Nations organisation. There are however 52 holders of Master's Degrees equivalent to about 10 % of the staff in KNBS. Figure 2.3 below shows the rate of depletion of staff qualifications with the impending retirements.

Figure 2.3 KNBS Retirements by qualification



Source: KNBS HR Database (2013)

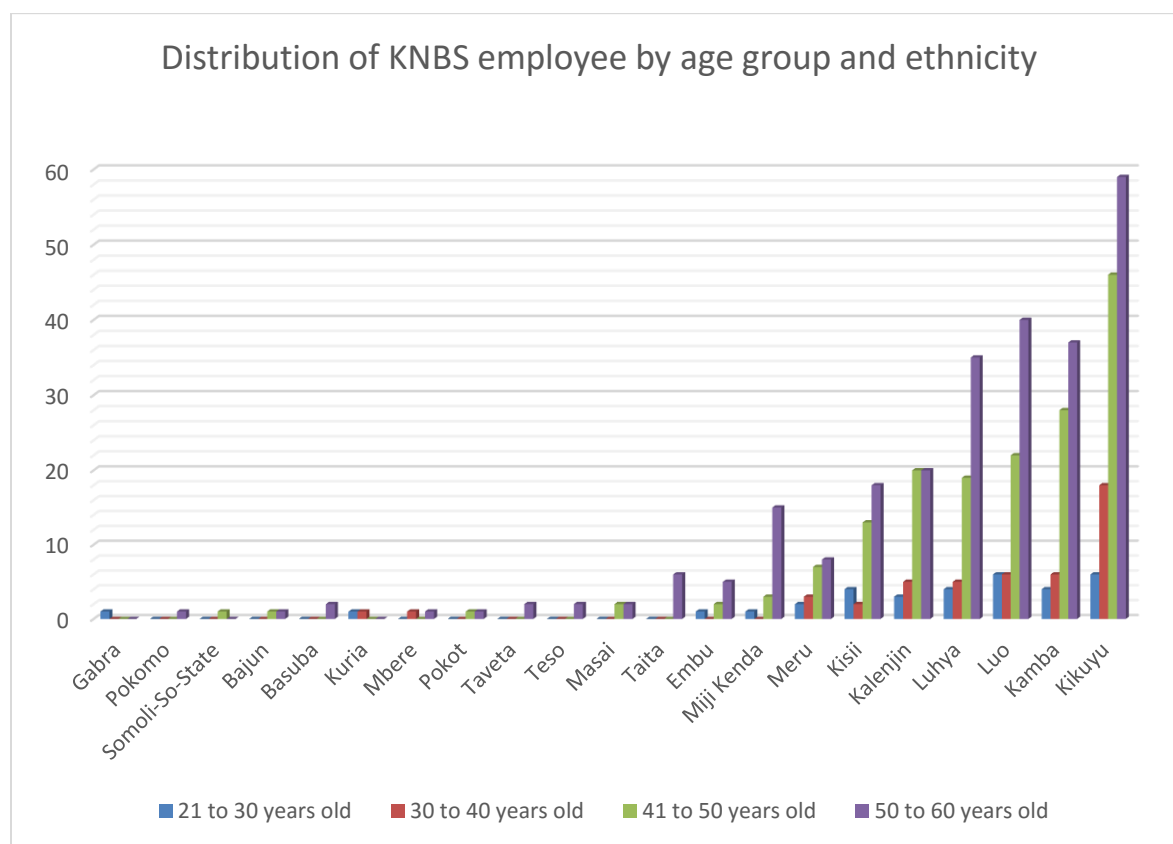
A key emphasis of the proposed SWP would be the training and development needs of the employees.

2.6.5 Diversity Concerns

KNBS currently has a 77% to 23 % male-female staff ratio (Figure 2.2). The apparently historical imbalance was caused by hiring low numbers of women and, the departure of the hired few after relatively short periods. Why they leave has remained a puzzle that needs answers. KNBS has ended up with a low number of women, which compares very unfavourably with some sections of the public service. Some Counties, however, especially in predominantly Muslim areas are worse off than KNBS.

Further, the ethnic distribution of the KNBS employees is skewed in favour of some communities, creating a disadvantage to the unrepresented in a negatively discriminatory manner. Regarding age, the youth is poorly represented in KNBS. Figure 2.4 below reveals the status of ethnic and age diversity in KNBS.

Figure 2.4 KNBS Age and Ethnic Distribution- 2013



Source: KNBS HR Database (2013)

A staff audit in the 47 Counties carried out by the Transition Authority provides a basis for gender comparisons with KNBS, whereby 53.3 % of the County workforce comprise of men, with the rest being women. However, different Counties have different situations regarding gender proportions. In Mandera County, 86 % of the employees are men, with Lamu having 76%, Turkana with 75%, Wajir with 73 % and Samburu and Pokot with 69 % respectively. These Counties are very far from meeting the 30 % or one third gender rule as per the provisions of the Kenya Constitution (2010). In Nairobi County, though, there are 51% females against 49% men. However, even after achieving the gender rule, there are glaring disparities, whereby the Sports and Arts department has 85% female workforce,

Labour department is 71 % female, while the Health Department has 74% women workers. KNBS would need to improve diversity by for instance raising the numbers of women and youth in its workforce, by putting in place recruitment and retention strategies that would both attract and retain female workers, while including the youth.

2.6.6 The Retirement Benefits Dilemma

The Constitution of Kenya (2010) Article 57 requires that the state takes action, to ensure ‘the rights of older persons to live with dignity and respect, free from abuse.....’ are upheld. It is against this background that retirement benefits schemes have been set up to provide security after retirement. KNBS has a Retirement Benefits Scheme that came into force in November 2011, immediately after the absorption of staff from the CBS. The early retirement for the scheme is 50 years, while regular retirement is at 60 years. Employees contribute 10%, while the employer contributes 20% of their basic salary. This arrangement complies with a Government circular from 2010 that required all ‘Defined Benefit’ schemes to convert to ‘Defined Contribution’ schemes.

Due to the history of KNBS (including years as CBS), workers were part of the unfunded civil service pension scheme, as well as to the National Social Security Fund (NSSF) to which they contribute Ksh. 200 a month (approximately US\$2), while KNBS contributes a similar sum. These two schemes were largely unregulated, and mismanagement of member’s funds by the NSSF, in particular, has always been a primary concern, posing a challenge to the retirees who may only be paid tiny sums despite saving for many years.

There is currently a significant increase in demand for pension payments by the many civil servants that are retiring, having achieved the mandatory age limit of 60. The cash crunch that the government of Kenya is experiencing due to the high wage bill has worsened the pressure caused by a devolved government, negatively impacting KNBS retirees as well.

One of the challenges to the existing retirement benefits fund is that with the departure of the large group of retirees, the fund would need strategies to keep it growing. With the current government freeze in employment, the scheme trustees have to think harder about how to grow the membership proportions in Table 2.1. A March 2014 report had revealed that the staff age-group of 51-60, hold 47.27 % of the staff pension fund.

Table 2.1: KNBS Retirement Benefits Scheme Membership Proportions-December 2013

Age Band	No of Members	Fund Value Ksh.	% of Fund
21-25	5	420,284	0.22
26-30	32	3,040,133	1.59
31-35	19	6,722,591	3.50
36-40	26	10,994,330	5.73
41-45	57	31,967,046	16.67
46-50	114	47,995,999	25.02
51-60	255	90,664,686	47.27
Total		191,805,070	100

Source: KNBS Retirement Benefits Scheme Report: March 2014

Note: All 6 Directors and the DG are not included as they are employed on contract.

2.7 Chapter Summary

Access to high-quality, objective official statistics is a fundamental requirement of any country that depends on evidence-based policies for the economy. The Kenya Constitution (2010), the MTPII, 2013-17 and the Vision 2030 among others spell out these requirements that guide the Kenyan public service. Resources must be used in a manner that is as efficient and effective as possible. Strategic planning has frequently been invoked since it outlines the organisation's competitive advantage while identifying the resources available to achieve the set goals. Arguably, an organisation's most vital resource is its people. Anything, therefore, that disrupts the way that the people in an organisation work to achieve the set goals is of major concern to everyone. In this chapter, the metamorphosis of the former CBS into KNBS was given, revealing that statistics is a growing profession with some reforms coming up recently. The possible impediments to KNBS' strategic planning efforts were outlined, revealing that there may be more reasons for exits other than retirement. These departures are likely to disrupt the way things have KNBS operates for a long time. Citing baseline data from the human resource database, specific challenges in KNBS were outlined while also analysing the various factors that necessitate planning for human resources. The KNBS specific literature in chapter lays the base for the wider literature review in Chapter 3.

Chapter Three: Literature Review

3. Introduction

The Kenyan public sector today, just like that of most sub-Saharan Africa, has neither determined the number nor the type of employees needed to deal with the challenges of the upcoming years. They have neither established the roles nor the core competencies required for the support of their goals and service delivery strategies, unlike their counterparts in the OECD³ (OECD, 2010). Hardly have any analyses been performed to assess the gaps between current positions and those needed for the future. Indeed, ‘many countries will soon witness a significant turnover in the labour market as people near retirement’ and that many vacancies will open up’. (Göran & Tengberg, 2015) For instance, Kenya has a significant proportion of older workers of the ‘Baby Boomer’ generation (45-65) about to exit the workplace (KNBS, 2014). Indeed, the statistics in the KNBS employee database as at December 2013, revealed that 47% of the employees as at December 2013 were aged between 51 and 60. The proportions in KNBS compare with the proportions of the age-band in various OECD countries. In all but four OECD member countries, government workforces have a higher ratio of workers 50 years or older than in the total labour force.

This literature review explores strategic workforce planning as a proposition to mitigate the effects of the massive demographic shifts expected in the public sector in Kenya in the very near future. Ageing staff are about to exit the workplace at the mandatory retirement age of 60 years, or earlier on a voluntary retirement option of 50 years (Pensions Act, 2012). If and when exits happen, there is likely to be a tremendous shortage of labour skills (Ashworth, 2006). The implications of a higher than normal turnover go beyond skills shortages as the largely expected pension payouts that are set to follow may present a further set of challenges for all concerned. Strategic workforce planning (SWP), on which I base this literature review has many benefits which include the efficient and effective use of employees while at the same time aiding in integrating organisational objectives from across the various units. According to Sinclair (2004), SWP embraces both internal and external influences though it experiences challenges due to its innate inability to accurately predict the future. Also, practitioners often set overly ambitious targets, which are not achievable due to the unpredictable nature of the business world. The

³ Organisation for Economic Co-operation and Development is a 34 member organization started in 1960, with member countries from Europe, America, and Asia but not Africa.

chapter opens with an overview of the literature review process, and moves on to provide the origins and history of workforce planning through the years. An analysis of why SWP is necessary is followed by the mechanics of the process detailing its composition and the preferred models currently in use. The chapter subsequently looks at the literature on the various aspects necessary in a strategic workforce plan and their usefulness, winding up with the barriers that can hinder the success of the process, even when it is clear that the benefits outweigh any disadvantages

3.1 The Review Process

In carrying out the literature review, various sources such as books, peer-reviewed academic journals, practice based journals, statistical publications and Kenyan media reports, were all sources of the literature on the dynamic subject of strategic workforce planning. The search selection process targeted different types of extant literature covering the origins of Human Resource strategy, the effects of changing demographics at the workplace, and in particular, the effects of greater than normal exits from the public sector workplace. The purpose of this literature review was to find the framework on which to build improvements to forestall the consequences of the impending demographic crisis. The literature on the history and theoretical framework for workforce planning was mainly gleaned from human resource books and journal papers. Peer reviewed academic journals further provided the latest research and empirical data in the area of workforce planning as well an understanding of classic initiatives in improving human resource practices such as talent management and succession planning. The search further targeted the identification of a strategic workforce planning model and process that would guide the data required to prepare a workforce plan within KNBS. Comparisons were made through using practice based manuals premised on public sector organisations that have undertaken the process in other parts of the world.

To understand the current planning environment within KNBS, various Kenyan government policy documents and legal instruments as later referenced in this chapter, were also reviewed. Various media reports relating to the demographic crisis and the government pronouncements on the same complemented the rest of the literature by providing the current state of the workforce in Kenya. The literature provided a basis to design the study methodology critically as demonstrated in chapter 4. The literature in this study, therefore, takes on a focused HR perspective spanning the many aspects that impact strategic workforce planning and management. Without using any quantitative measurements, I can confirm that the review benefitted a lot from SWP initiatives in the USA and UK, with a few

examples from the Asian continent. My search did reveal that SWP has not yet taken root in sub-saharan Africa and the nearest literature available was from Eritrea and Ethiopia, neighbours of Kenya (Tessema et al, 2005). The absence of Kenyan literature on SWP further encouraged my study in this area.

However, best practices are now global and it does not matter the origin, if that is the best way to move forward. Just like technological developments, human resource practices are now similar the world over.

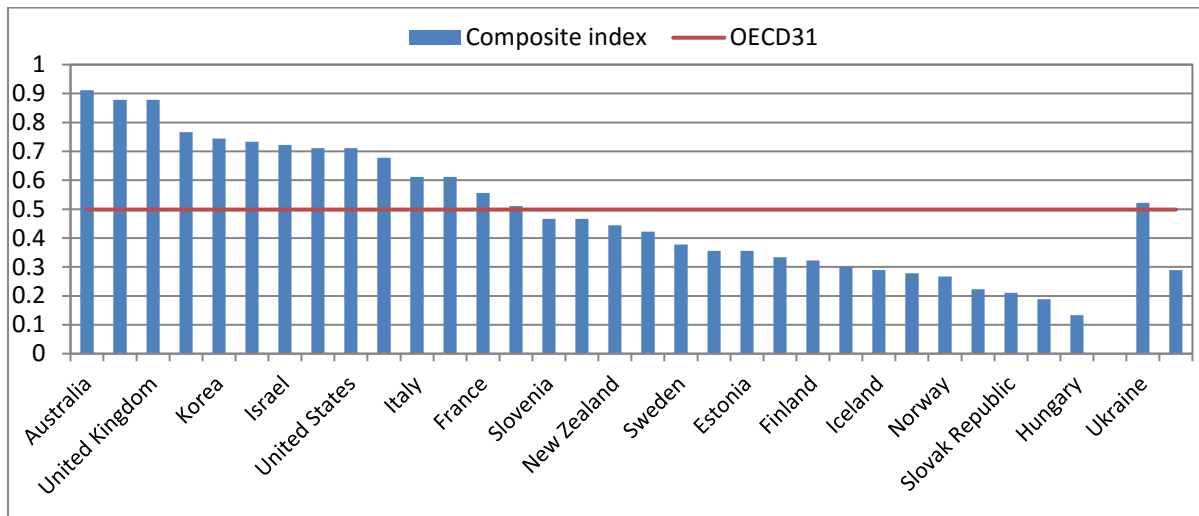
3.2 The Origins of Strategic Human Resource Planning and Management

The origin of the word ‘strategy’ is traceable to the 14th-century French word ‘stratégie’ earlier derived from the Greek words ‘stratēgia’ meaning ‘office of command of a general’ (Stacey, 2011). Its origins in the army identified strategy as a plan of action for deploying troops and distinguished it from ‘tactics’ which referred to the manoeuvres on the battlefield. It was understood to be a bridge between policy, high-level goals and concrete actions. Over time, strategy in modern management has been taken to mean modes of non- military administration rather than military deployments.

HR strategy contributes to overall organisational strategy, by up to 11% (Ulrich & Brockbank, 2005). To take full advantage of this strategic position, HR needs to step back from the day-day – firefighting and instead engage with organisational leaders in a more meaningful way. While the finance function connects with organisational strategy due to budget implications, HR has an equally compelling connection due to its impact on organisational culture, which impacts customer satisfaction. Up until recently, the HR function in Kenya has been reactively dealing with the day to day issues involving employees. Figure 3.2 shows the extent of use of strategic human resource practices in the OECD countries.

Gubman (2004), recommends that HR start to make more impact on business by getting involved in a strategy that impacts business outcomes. Further, Boudreau and Ramstad (2007, p.9) argue that it is the mission of the HR function to increase organisational success through improving the decisions that impact and depend on people. In their book ‘HR Support for Corporate Boards’, Lawler & Boudreau (2006) have put a spin on the argument by indicating that Boards and CEOs often are limited in their experience and may not be sure what to ask of HR. They may therefore just ask for what they are comfortable with such as compensation and succession planning. When increasing talent shortages are combined with looming demographic trends, along with the changing work-life balance expectations of the up and coming workforce, we have a ticking time bomb (Ulrich & Brockbank, 2005).

Figure 3.1 Use of strategic human resource management practices in central government (2010)



Source: 2010 OECD Survey on Strategic Human Resources Management in Central/Federal Government

Six key HR areas are of great importance to organisational success (Vosburgh, 2006).

- HR Strategy Aligned to Organizational Strategy;
- Talent;
- Retention;
- Organizational Capability- Delivering the Results;
- Organizational Culture: Mirroring the Customer's Value Proposition;
- Innovation: Creative, Continuous Improvement.

This literature review, however, concentrates on the first three components as they are linked to strategic workforce planning, the subject of this study.

3.3 The History of Workforce Planning

Although workforce planning in the UK started from the 60s and 70's, the 'golden era' of workforce planning according to Sullivan (2002a) was between 1990 and 2000. He argues that even if some organisations had started workforce planning from as early as 1960, it only became a 'hot topic' in the late 90s. It has however become apparent that the process has faced some obstacles in the UK. A good number of published material available is not based on robust research findings, making most of the

evidence, anecdotal (Sinclair, 2004). Despite the renewed interest amongst practitioners, academics are yet to take up the subject, which therefore has to rely heavily on the day-to-day experiences of professionals. It is imperative that academic literature, practitioner literature and case studies all contribute to the understanding of the issues around workforce planning.

The economic downturn of the 1980s dealt a blow to workforce planning as it failed to prove its economic value (Sullivan, 2002b). One of the reasons that led to the rejection of workforce planning was its highly mechanical methods that relied more on 'headcount', rather than 'head-content' or competencies (Castley, 1996). This attribute denied workforce planning the flexibility to adapt to changing circumstances. During the 80's, the notion of centralised corporate power was opposed, and that of devolved units came in. It was then harder to practice workforce planning, and the process moved to qualitative methods in which employee competencies became the focus of workforce planning. The fluctuating economy made a mockery of planning, further leading to loss of faith in workforce planning (Reilly, 1996).

In the USA, the system of thinking about people and people planning regarding long-range organisational planning came into force after 1960 (Rothwell & Kazanas, 2003b). Sinclair (2004) also indicates that workforce planning started at about the same time in the UK. Diversification into new businesses, products and services had introduced diverse customers and operations in general. The policies earlier suited to particular circumstances became obsolete. Strategic planning then emerged as a way of coping with the increasing environmental and organisational complexity.

Since 1990, workforce planning has once again gathered momentum because of the awareness that skill development is paramount in an environment that needs adaptability rather than stability. Furthermore, employee contribution needs to be optimised for better utilisation and deployment, achievable through workforce planning. Likewise, framing employee tasks in the context of the organisational strategic plan ensures that they are aligned with the business plans and are challenging enough (Sinclair, 2004).

Mintzberg (1994) argues that there is no state of permanent turbulence or permanent stability because change is constant. Issues like recruitment and retention or the speed of information acquisition and dissemination have made it necessary for organisations to plan for their survival.

Failure to protect core competencies, according to Melymuka (2002), may mean losing out to the competition either in market share or the workforce. As organisations start losing the baby-boomers to retirement, they need to prepare for their replacements or face a sudden loss of skills, or 'brain drain' (Ashworth, 2006).

3.4 The Challenge of Ageing Workforce in the Public Sector

According to the OECD report (2010), strategic human resource management enables ‘governments align their workforce with their overall goals’. Governments require having the right number of people with the right skills at the right place, to increase efficiency, quality and responsiveness in service delivery.

‘Achieving the most efficient and effective size and allocation of the public service workforce is an ongoing challenge for OECD member countries. This challenge is exacerbated by fiscal pressures following the economic crisis and new public service demands resulting from population ageing and the emerging opportunities’ (OECD, 2010)

Strategic human resources management reforms and careful workforce planning would help governments continue to deliver quality public services while responding to the need to reduce or maintain budgets. In 2010, over three-quarters of OECD countries indicated that they were planning reforms that would decrease the size of their public service workforce. These reforms coincide with the approaching retirement of many baby boomers.

Vettori, (2010) in her series of case studies from developing countries reveals that many countries are facing similar challenges of ageing populations. They all need to maintain economic growth despite the shrinking pool of labour. Some of the solutions to these difficulties include investing in human capital. Some of the obstacles to achieving the required workforce levels include workplace discrimination, mandatory retirement age and making use of migrant workers. China, for instance, is faced with the challenge of creating a social security system for its ageing population. The country has impoverished rural families who depend on few pensioners for financial sustenance. In southern Africa, there is the challenge of the formal and informal economic factors (Kinsella & Phillips, 2005). There are currently higher poverty rates in Sub-Saharan Africa, and there is a higher dependency on pensions than ever before, being the sole source of income for the extended family. Strategies, policies and solutions to cope with the labour market challenges in each jurisdiction are discussed and published in forums such as the OECD (2000). Problems arising from demographic trends such as ageing populations require a multidisciplinary approach that combines education policy, human resource policies and fiscal policy. The issue of demographic change and an ageing population are likewise present in the workplace and

require resolution by organisational leaders. With the ageing challenge, organisations must develop the available talent.

‘Companies can however, stay ahead of the talent curve through the implementation of strategic workforce planning’ (Ruse, 2008; Colley, 2010).

The personnel budget makes a substantial portion of public sector agencies’ expenditures, behaving decision -makers to look carefully at staff reductions or increases. The scenario is particularly the case of the ageing of the public sector employees, which is looming, putting organisations at a ‘tipping point’ (Young, 2003). According to the US Bureau of Statistics (2009), at least 25% of the workforce in the US public sector is expected to be 55 or older by 2018. Without strategic action to address these impending exits, there will be a severe strain on the capacity of the public sector to provide the required services. In addition to an ageing workforce, the public sector is also faced with declining government revenues, calls for civil service reforms and a degree of disparagement of public servants. ‘Disparagement of employees has led to hiring freezes, forced retirements, diluted training and staff development, reduced compensation and even lay-offs in the US’ (Fredericksen, 2010:51).

Employment freezes, coupled with massive retirements, are likely followed by a wave of massive recruitments, with the substantial resultant costs of recruitment and training. The cycle of ad hoc staffing may, therefore, not stop. Such temporary hiring leads to crises that would be prevented by practising strategic planning for human resources (Kiyonaga, 2004).

Kiyonaga (2004) argues that there is a negative impact on organisations if costs of hiring and training staff during replacements become extensive, which can ultimately affect an organisation’s survival. She says:

‘Some organisations are missing two generations of employees because they were unable to hire for such a long period. Moreover, regardless of whether boomers retire at 55, 65 or even 70 and even if the “mass exodus” does not happen in the next year or two, it is unavoidable that it will happen sometime shortly.’ (Kiyonaga, 2004: p.358)

Among the OECD countries, work on strategic workforce management has concentrated mainly on the use of performance assessments, capacity reviews other tools that engage in and promote strategic workforce planning. It is observable that the expected wave of retirements could just as well provide

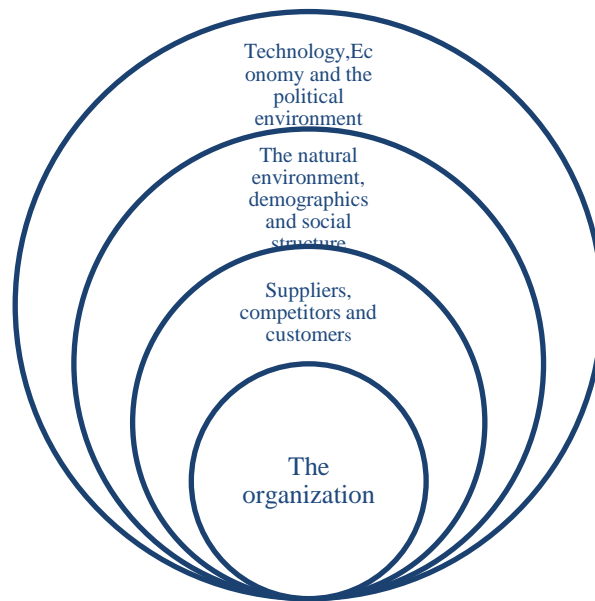
opportunities for governments to redesign their workforce structures. However, they must appreciate that departure of staff could also lead to a loss of knowledge and experience. To mitigate these effects requires HR practices that both motivate and make the public sector more attractive as an employer (OECD, 2010).

3.5 The Strategic Workforce Planning Environment

It is important to discuss some of the SWP factors in the environment. Johnson et al. (2008: 54) argue that the environment is both a source of survival as well as threats. Grant (2010:64) posits that the business environment in which organisations operate comprises of ‘external influences that affect decisions and performance’. On the one hand, Grant (2010) calls the analysis of the influences ‘PEST’ incorporating changes in the political, economic, social and technological factors. However, Johnson et al. (2008) expand the factors into ‘PESTEL’ to include environmental (green) and legal factors. Fahey and King (1977) further provide their version of the basis for carrying out environmental scanning to prepare a corporate plan. Terming it ‘PESTLE’ (Political, Economic, Social, Technological, Legal, and Environmental) they look at the trends that could affect the way business is carried out by assessing and reconciling organisational activities with the immediate environment. The various influences are either ‘micro’ or ‘macro’ environments. Macro-environment factors include economic, demographic, social and political trends while the microenvironment is the relationships with customers, suppliers and competitors. Figure 3.3 below depicts the total environment that needs scanning when carrying out a strategic planning exercise such as SWP.

Anticipating long- range human resource talent needs, rather than merely reacting to short term needs to replace workers must consider both the micro and macro environments

Figure 3.2: The Strategic Workforce Planning Environment



Source: Adapted from Grant (2010)

In considering economic conditions, for instance, it is evident that cyclical downturns with waves of layoffs and firings as organisations cut back on employment can impact human resource planning greatly (Johnson & Brown, 2004). For instance, in times of high activity, organisations tend to engage in high-level recruitment drives. Once workers are laid off, they tend to look for other jobs or start their businesses. As conditions improve, organisations recruit workers who are not as skilled as those that were laid off. There are additional costs of recruitment, orientation and training that are often not taken into account during layoffs.

Secondly, the technological environment impacts human resource planning. Grant (2010) argues that technologies bring about skill obsolescence, while also introducing new opportunities for other skills. For instance, in KNBS, statisticians who used to collect data on standard questionnaires now find themselves using computer-assisted personal interviewers (CAPI). Secretaries in offices no longer use typewriters. Electronic Mail (Email) has now replaced paper letters to a great extent. While making communications easier, technology implies new training for employees if they are to continue providing services. Human resource planning would take into account new training, working styles and unique

skills to move with the technology at hand. Technology has considerably improved communication processes. Emails, texting, websites and personal digital products applications, known as “apps,” have helped organisations enhance communication with customers, both internal and external. Using several types of information technology communication methods such as social media allows organisations to saturate the economy with their message. Feedback through these electronic communication methods can also be received to improve service delivery. Newer and robust technologies like the ‘cloud’ and mobiles have catalysed the way operations are carried out but have also introduced some inherent challenges (Menon, 2010).

Thirdly, government regulations and other legal conditions (political environment) also impact workforce planning. New laws (such as the new Kenyan Constitution, 2010) that came into force during the year 2011 introduced new requirements. Rulings given by the courts impact employment meaning that organisations must be compliant to avoid being on the wrong side of the law. Some of the new legal requirements include Workplace Health and Safety, Equal Opportunity, Affirmative Action, 30% Gender Representation and Disability mainstreaming among others. The action of hiring, training and performance appraisal must all be in line with legal requirements while fulfilling organisational objectives. Furthermore, an organisation perceived as discriminatory in practices may find itself unable to attract, retain or develop the diverse talent required to sustain a robust workforce.

Fourthly, the demographic environment (KNBS, 2010) has a significant impact on human resource planning. The fast-growing Kenyan population, if not properly planned for, is likely to create problems in the labour force. A glaring condition is that there are older workers who are facing retirement. Likewise, there are also many unemployed graduates of the younger generation (the so-called Generation Y) and the Millennials (Caruso, 2014) likely to enter the workplace. In the coming years, high numbers of women are likely to get into the workplace as local universities admit more girls than in the past. At the same time, the workplace will be having more temporary or part-time workers. The ageing of the workforce is a quiet crisis in leadership succession (Marthis & Jackson, 2003). Gender gaps, as well as work-life balance requirements, may all pose challenges for the organisation (Lewis & Nice, 1994; Dohm, 2000).

Fifthly, social conditions such as under-employment of university graduates, with an increased supply of well-educated contenders, some of whom have already obtained professional qualifications in areas such

as accountancy mean that there is stiff competition for available positions, both in KNBS and in Kenya generally (Delloitte, 2014a). Retirees from the public sector are likely to join the young unemployed workers to seek part-time employment, particularly when pensions are insufficient to support their children who are still in school (Vettori, 2010, Velluti, 2010). Human resource practitioners need to plan well for staff retirement packages that can maintain workers at a reasonable standard of living to stop them running back into the already crowded job market.

Lastly, suppliers, competitors as well as customers cannot be taken for granted. Grant (2010) speaks to shifting customer preferences, which must be taken into account when planning. In KNBS for instance data suppliers as well as consumers are increasingly making new demands. Further, Johnson et al. (2008: p.56) speak to ‘identifying the key drivers of change’. These factors, the authors posit, differ between different industries, but must be understood and put into consideration when planning.

3.5.1 Strategy Formulation for Workforce Planning

Strategy formulation is part and parcel of the mission or purpose of the organisation (Barney and Hesterley, 2010). The organisation’s mission further forms the basis for the targets chosen for achievement. The nature and extent of evaluation of the firm and its environment and the business decisions are all anchored within the mission of the organisation. The mission further gives rise to the strategic objectives, informing the process of (SWP).

In a business sense, the word ‘strategy’ refers to the long- range, full planning for future- oriented competitive success. Strategic issues involve the allocation of resources, especially those that influence the organisation’s success or survival. It requires consideration of the organisation’s environment (Helton & Soubik, 2004). There are three identified levels of strategic planning, the corporate, which encompasses the entire organisation, the business, which involves a single business and the functional, which only deals with a segment of a business unit. The SWP deals with the corporate part of planning

The SWP forms the framework applied for workforce development and planning, incorporating the links between corporate and policy targets and their associated workforce implications. SWP projects loss of knowledge through employee exits and the projected educational and professional requirements to sustain and progress the business (DeLong, 2004). The new demands may include technology, new skills, and new roles, documentation of key workforce intelligence or new business demands. The SWP process connects with the organisational strategy – it is essential to understand the talent needs that

could negatively impact business success. The business challenges are recognised and focus changes to timing and scheduling of the current internal capabilities. Implementation and execution are the final steps that follow workforce behaviours. This analysis typically includes reviewing employee recruitment, promotion and turnover patterns (Barney & Hesterley, 2010).

The Board of Directors is the body that makes the strategic decisions for the organisation. Eisenhardt (1989), in the 'Agency Theory', speaks to the importance of 'goal congruence' between the owners of the organisation and those they employ, since both sides of the employment contract operate with self-interest and guile. The ideal situation should be one where there is an efficient sharing of risks and information to understand each party's goals better. For instance, in the proposed SWP, both the Board members as well as employees need to synchronise their goals to ensure they are not working at cross-purposes. Employees' views, therefore, need to be incorporated in the SWP for it to be effective. The incorporation of opinion acts as a form of sensemaking and sense giving (Gioia & Chittipedi, p.439). The sensemaking stage of introducing any change, whatever the size, is to explain to employees the reason and importance of the modification and the intended benefits. The communication should not only be handled carefully and communicated to all affected parties, but adequate opportunity is provided for people to voice their concerns and contribute their thoughts, views and opinions.

3.5.2 The Composition of a Strategic Workforce Plan

Strategic Workforce Planning (SWP) is the 'process of identifying and addressing the staffing implications of change'. Bechet (2002) p.7) further opines that we cannot implement a business strategy that does not address staffing implications. SWP requires to carrying out continuously, or as changes take place within the organisation. The staffing strategy defines what is to be done over the planning period, usually matched with the organisational strategic plan. The SWP ensures that there will be sufficient staff with the right capabilities to implement the intended business objectives.

Organisations need to define their staffing supply and demand to determine the gaps. There could be staff in an organisation, but without the right competencies, making it necessary to anticipate the number and type required to implement planned activities proactively. Bechet, (2002, p. 262) stresses the importance of the SWP being both efficient and effective. Further, SWP can be utilised to support diversity planning using the gaps that are derived from the planning process to bring in the required parameters, be they gender or ethnic balancing.

Reilly (1996) explains that workforce planning fits into the wider strategy making of an organisation, which impacts and is in turn affected by the environment. SWP, therefore, has to respond to oft-changing circumstances, either internal or external to the organisation. The fit between SWP and the wider organisational environment is however not always smooth (Sinclair, 2004, p.5).

According to Rothwell and Kazanas (2003b), there is, on one hand, the technical side of a human resource plan that deals with the mathematical and behavioural forecasting of human resource needs and on the contrary, the managerial component, which deals with the way decision makers tackle human resource issues within an organisation. SWP is distinguishable as the process that undertakes the long-range human resource planning as opposed to the human operational planning that deals with the day to day human resource decisions while analysing an organisation's human resource needs as conditions change (Gubman, 2004). SWP then supplies the strategies to help deal proactively with those changing needs over time. It helps ensure that the right number of people is available at the 'right time and in the right numbers at the right places' (Anderson, 2004: 367) to translate organisational plans into reality. Hunger and Wheelan (2003) further define HR alignment as the integration of decisions concerning employees with decisions regarding the outcomes an organisation is striving to achieve. Adopting the definition of 'Strategic' is the attempt to anticipate long-term human resource supply and demand about changing conditions within an organisation.

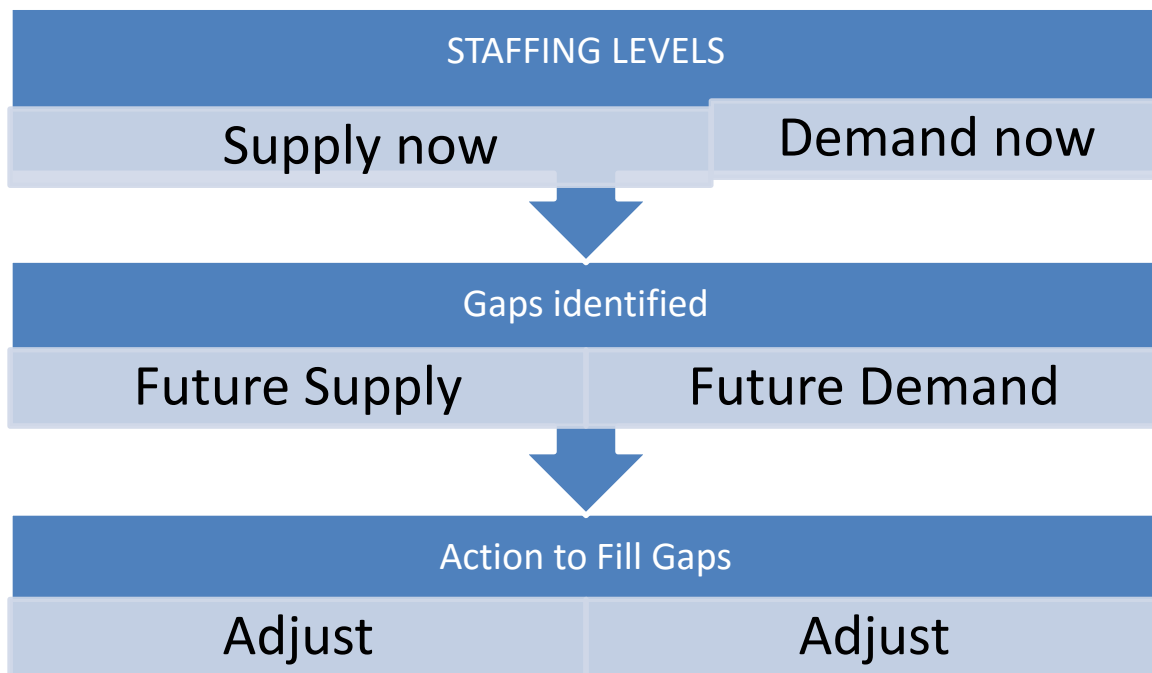
There are both quantitative and qualitative models that can be used to carry out SWP (Bandt & Haines, 2002). While the quantitative models give the tactical aims, they enable progress to be measured because they provide the baseline, from which it is possible to assign accountability to various managers. However, the qualitative analyses are just as necessary because they provide the more long term scope of the staffing strategy (Snell & Bohlander, 2011). The qualitative aspects relate to all those factors that ensure an efficient workforce, involving the entire value chain. Prediction of employee preferences and behaviours requires HR practices tailored to attract and retain talent. Differentiating actions, managing critical workforce segments and managing critical talent (e.g., high performers, high potential workforces), developing causal models and identifying leading indicators helps to forecast organisational and staffing requirements. Some of the situations that necessitate workforce planning (Pascale, 1991; Reilly, 1996) include but not limited to:

- When there are significant changes in capabilities available to the workforce

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- When there are shifts in the staffing requirements
 - If there are skill sets that, attract much competition from outsiders
 - When there is a change in business focus
 - If there are variations in the customer base
 - When there is need for productivity improvement
 - When there is a change in the organisation
 - When diversity is lacking

The SWP activity determines appropriate actions to close the staffing gaps (a process that involves recurring cycles of workforce planning activities such as managing and identifying the resources (human) to fill that capacity; and finally, re-starting the cycle (Bechet, 2002). Indeed Johnson and Brown (2004: 387) posit that SWP enables managers restructure their departments and reallocate staff to where they are best utilised. Figure 3.2 below flow-charts the activities necessary to determine the staffing gaps and take action to fill the same.

Figure 3.3: The SWP Flow-chart



Source: Adapted from Bechet (2002)

There are some steps to be followed to arrive at an optimal staffing position: We establish current staff availability, estimate the losses taking into account turnover and retirements, followed by factoring of other staffing actions such as redeployments and promotions. A hiring plan is then implemented.

3.5.3 Techniques and Models of Workforce planning

According to Young (2009), an SWP model incorporates a combination of labour management tools and methods that combine strategic, broad and long-term assessment and planning mechanisms. The model ties the workforce planning lifecycle with an organisation's strategy and financial planning processes, supporting the alignment of goals and objectives, with resource allocation. It requires collaboration among strategy, finance, human resources, and operations, thereby providing the ability to identify the critical position groups based on 5-year strategic priorities. It engages leaders from across the organisation, facilitating focus on the activities at the facility, regional, and system levels, building mechanisms for accountability. There need to be continuous evaluations of the delivery models, relevant competencies as well as the preparations necessary for employees to function within the delivery models. Action plans must be designed to ensure sufficient numbers of employees whose competencies are suited to the work expected of them, for the model to be successful (Snell & Bohlander, 2011).

SWP is the forecasting, analytic and strategic process that connects management activities so that the organisation can undertake its business strategy. This process is achieved by ensuring that ‘the right people are in the right place at the right time and the right cost’ (Young, 2009, Rothwell & Kazanas, 2003a). According to Vernez (2007), SWP ensures that an organisation has the optimum number of workers, who possess up-to-date knowledge and skills as required when required. Such involves anticipating both potential excesses as well as deficits in employee numbers to mitigate the adverse impact on business. Business plans need monitoring for timely reviews and updates in line with workforce plans. Recruitment and retention, therefore, have to form an important part of business planning. Proactive steps must be taken to achieve these optimum levels, using an appropriately managed and sound framework.

Modern human resource planning involves the forecasting of the organisation’s human resource needs for the future and the plan required for meeting such needs. The use of SWP aims at achieving the right number and kind of employees, at the proper place and time, performing actions resulting in long-term benefits to both individuals and the organisation. There are nine key steps in arriving at an SWP (Chapman, 2014; Bechet, 2002):

- Dividing the workforce into strategic segments in line with their importance to the strategic objectives
- Scanning the environment for significant forces impacting the workforce, both within and without the organisation
- Understanding the current staff metrics
- Establishing a ‘no change scenario’, which shows what would happen if there are no changes
- Building alternative scenarios, thereby providing ‘futuring’ techniques, involving the testing of various assumptions, collaboratively with the management.
- Establishing the desired future, collaboratively. These are the skills, attributes or employment relationships desired.
- Analysing the gaps between the position you want and the existing one. Again this needs to be discussed at length with management

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- Build a measurable comprehensive plan of action to close the gaps, which will align the HR plan with the strategic plan objectives.
 - Monitoring of progress periodically to respond to emerging circumstances

SWP can either be done manually or using sophisticated software, such as Peoplesoft and Niku 6. Examples of models of workforce planning are Church et al. (2001) in emergency services and Bordoloi and Matsuo (2001) on a non-linear model which could take different levels of knowledge and training needs of entry level staff. The software is however beyond the reach of most organisations due to cost. Reilly, (1996); Sullivan,(2002c) all posit that simple spreadsheet models tailored to specific needs are all that is required as they are easy to implement.

3.6 Factors Needing Most Attention in SWP

Johnson & Brown (2004: 387) argue that workforce planning has many advantages. Other than establishing the numbers of staff required, SWP enables managers to look at the source of the next generations of leaders. Further, it allows managers to restructure their departments and reallocate staff to where they are best utilised. It is possible to ensure that replacements are available when required, thereby facilitating clearer budgeting. Training and career development, as well as diversity management help, prepare for expansion or reduction of the workforce. Such efforts are significant during periods of retrenchments and staff turnover. Further, understanding the workforce composition provides data that can be used to transfer institutional knowledge as well as developing mentorship programs to guide talent management (Reilly, 1996).

Conger & Fulmer, (2003: 81) as well as Coleman-Selden (2009: 64) argue that there has been a major shift from the traditional employment contract based on ‘mutual loyalty and long-term service’. Younger employees rarely expect to retire from their first employer, but rather do a few years as full-time employees, later redefining themselves as independent professionals who offer their services on a freelance basis (Battaglio and Condrey, 2006). Due to changing expectations for both employers and employees regarding the employment contract, there is bound to be a higher turnover now than twenty years ago. In the next paragraphs, I explore some of the literature on issues to be considered during SWP, namely succession planning, talent management, the generational dynamics at the workplace, and the critical role of retirement planning, exploring their advantages in more detail.

3.6.1 Succession Planning & Talent Management

Succession planning, a critical output of SWP, can be defined as the “process of systematically identifying, assessing and developing organisational leadership to enhance performance” (Conger and Fulmer, 2003: 78). However, succession planning should not only involve leadership positions but rather be extended to all critical positions that contribute to the achievement of organisational objectives (Kim, 2003: 535). Riccucci (2002) argues that organisations need more than the traditional skill sets and aptitudes if they are to cope with varied challenges such as ageing and more diverse workforces, as well as workforce reductions. Succession planning may, therefore, need to consider arrangements that involve all those who collaborate in the service delivery network, such as consultants, and contractors (Fredericksen, 2010: 53).

In the light of this, succession planning must form a significant component of strategic workforce planning and strategic human resource management (Coleman-Selden, 2009). Planning for human resources deals with meshing management of staff with organisational resources, within an evolving environment. McCann and Selsky (1984) posit that the high level of turbulence in public agencies make it difficult to respond to environmental uncertainties. Planning, therefore, provides an analytical coping mechanism to counter the threats and embrace the opportunities in the organisational environment. It is sad that despite the obvious benefits of succession planning, many public agencies rarely practice it (Johnson and Brown, 2004, p.380; Ospina, 1992).

Drawing upon the title of Ibarra’s study “Succession planning: an idea whose time has come,” (Ibarra, 2005) it is clear that the subject is overdue for debate. Indeed, succession planning cannot be isolated from talent management (Sweeney, 2013). Kim (2003) posits that overall organisational goals mean more than just filling empty seats with the first available person. Rather it is about attending to other strategic goals such as fairness and representativeness. Indeed Sweeney (2013) reminds us of the criticality of succession planning within organisations, indicating that succession planning is increasingly critical to organisations of all sizes. However, although many organisations have given succession planning some thought, they have yet to develop exhaustively and implement an effective plan for the effective succession of key employees at all levels.’ Sweeney (2013) concludes that there is a need to engage in succession planning for the effective transfer of tacit knowledge.

In the USA, elected officials have been calling for hiring freezes or other mechanisms to slow down hiring (Fredericksen, 2010: 55). Ospina (1992) however observes that short-term problem solving may

lead to larger organisational staffing problems due to the ad hoc hiring practices. Walker (1988: 67) posits that any decisions without regard to the 'strategic implications' of the human resource can be damaging. Decisions following years of cyclical staffing deficits have been made worse by the lack of succession planning. Hiring freezes, followed by retrenchments have served to 'hollow out organisations'. In the USA, many of the experienced senior staff are now nearing retirement, leaving many in the lower ranks, with relatively few middle managers, despite the fact that these are the feeders of the senior ranks. To manage demographic shifts of staffing, both employers and the government need to emphasise retention.

'Talent management,' is another component of SWP, which, however, is distinguishable as a comprehensive approach to optimising human capital, which enables an organisation drive short- and long-term results (Young, 2009). Talent management is accomplished by building culture, engagement, capability and capacity through integrated recruitment, development and deployment processes, aligned with business goals '(Downey et al., 2010)

3.6.2 Retention and the impact of Employee Turnover

Employee retention improvement can be achieved through strategies embedded in the SWP, thereby becoming a key winning point for organisations suffering high turnover (Rehman, 2012; Beadles, 2000), found that there is a positive correlation between job retention and organisational performance. A high turnover rate typically implies that organisations are not selecting the right employees, are failing to provide a motivating work environment or are losing out to employers that offer better pay and benefits. Reggio (2003) argues that employee turnover reflects workplace problems and leads to raised costs, lost knowledge and low productivity. Organisations with higher turnover may struggle to complete all necessary functions expected by their customers. Every time an employee leaves there are replacement costs associated with the process of losing the first employee and acquiring and training the new one. In organisations with high turnover, constant change in employee ranks causes low average years of experience and background of employees. Phil & Bryant (2013) further posit that the more valuable the positions being turned over are to the organisation, the worse the impact the turnover will be on current and future performance.

However, on another note, despite all the negatives associated with employee turnover, it may prove to be a blessing as organisational effectiveness can be improved as a result of staff exits (Veblen and Burke, 2005). In one way, innovation can improve due to the introduction of new blood and ideas into

the organisation. In yet another way, the revitalising effect of enthusiastic newcomers may make the organisation more adapted to the ever-changing environmental pressures, For instance, incorporating technological changes needs flexibility and adaptability, which may only be achievable by introducing 'new blood.' Mobility is as important to individuals as it is to society because movements to new jobs and new environments involve obtaining more skills, responsibility and even independence. Rehman, 2012, p.87) in his research carried out in Pakistan concluded that organisations suffering high turnover should emphasise training and career development as a retention strategy

Staff turnover is an adjustment mechanism in an adaptive system which maintains its homeostatic levels (Dalton and Todor, 1979). For instance, when employees leave on retirement, they can move into other occupations such as politics or religion that would not be possible while they are employed. However, admittedly, the rate of organisational change (turnover) needs to be reasonable. Mirvis & Lawler, (1977); Porter and Steers, (1973) all argue that there are positive effects of staff turnover, as organisational effectiveness can be enhanced. The tolerable percentage of staff turnover varies from one organisation to another. The key variant is the level of skills required to achieve organisational objectives at a given time. If employees do not need extended training then, even high turnover may not be negatively impactful. However, employee replacement costs must be assessed. In this instance, people need to accept that leaving an organisation may sometimes benefit both themselves and the organisation.

3.7.3 Workforce Diversity

Another key benefit derived from SWP is the enhancement of diversity within the organisation. Diversity is defined as the quality of having a workforce from different backgrounds and experiences to breed a creative, innovative and productive workforce. Diversity is a key ingredient to a robust and inclusive workplace. The variety of experiences and perspectives arise from differences in culture, religion, gender, ethnic background or indeed mental, physical and other attributes.

'Workforce diversity makes for a stronger, fairer public service, one that better understands and meets people's expectations. By improving representation in government of the different social groups, diversity in policy making can play a part in maintaining core public values, increasing managerial efficiency, improving policy effectiveness, raising the quality of public services, and enhancing social mobility.'(OECD, 2015)

At the workplace, there are certain challenges related to having a diverse and multigenerational workforce as each group has unique needs. Some organisations put in place proactive strategies, embedded in the strategic plan (Armstrong-Stassen and Cattaneo, 2010; Midtsundstad, 2011). These organisations analyse and forecast business needs while considering the needs of a diverse workforce while others may adopt a more passive approach. Workforce diversity has been widely discussed in both academic and professional circles as being necessary as a collective right (Jonsen et al., 2013). Even so, sub-Saharan African countries, in particular, have made little progress. Women, youth, ethnic minorities and physically challenged are still poorly represented in the workplace, both in rank and headcount. There is an urgent need to bring about structural changes that can deal both at organisational and national level, new approaches towards mainstreaming workplace diversity.

Jonsen et al. (2013: 286) posit that even when the state ensures a long-term perspective on diversity through legal and welfare interventions, other external agents such as employees, consumers and society must also pull their weight, by counterbalancing corporate power while influencing corporate decisions. Influence is exerted over the political elite both through democratic elections and the enforcement of organisations to be more inclusive, diverse and fair by mobilising their economic capital as consumers, or even as members of pressure groups. At the organisational level, it is imperative to embed diversity in the human resource strategies, within a strategic workforce plan.

3.6.3 SWP and the Generation Gap at the Workplace

Crafting of an SWP requires considering the differences between the different age-groups and taking them into account. For instance, SWP involves forming employment circles that comprise of all generations to ensure that there is an exchange of ideas at all times (Forbes, 2015)

Retirements of ‘baby boomers’ will occasion entry of younger employees into the workplace. The Ministry of Devolution and Planning’s⁴ Rapid Gender Assessment report, highlighted long-standing discriminatory human resource practices resulting in young people and women not joining the workforce in numbers commensurate to their proportions in the population (Rapid Gender Assessment Report, 2009/10). According to the 2009 Population and Housing census, females made 51% of the population, with young people, making 25% of the population. Ultimately, we recognise that there is a new problem in the workplace that is to do with the four generations present. The Baby Boomers, born

⁴ The Ministry of Devolution and Planning is the parent ministry under which KNBS falls in the Government structure.

Post-World War II (1945-1964); Generation X, born between 1965 to 1976; Generation Y, born between 1977 and 1990, and the Millennials, born after 1991 (DeAcetis, 2013; Arsenault, 2004). Due to the different age-groups, values and attitudes among the employees differ. They do things differently and even communicate differently. It is, therefore, evident that these differences may be experienced right from the point of recruitment to team building and motivation. The generational differences can impact productivity as well as change management (Kupperschmidt, 2000).

If and when they encounter cases of young bosses, there is likely to be a clash of values, because the older workers believe that they have all the answers (Smola and Sutton, 2002). When the younger employees bring out new ideas, the older ones feel challenged, leading to conflict. Several external forces have led to different value systems among people of the various historical contexts. As the world changes, the value systems are also evolving (Parry and Urwin, 2011).

According to Smith (2010), Generation X, who are in their 30s and 40s, are more individualistic, flexible and value their work. They work to live, rather than living to work like their 'Baby Boomer' colleagues. They appreciate fun at the workplace and are less committed to one employer, preferring instead to change jobs where there is the prospect of getting ahead. Generation Y, still in their 20s and 30s usually have a sense of urgency, which may present a problem when working with other generations. *"To sacrifice their personal life now for possible future rewards (promotion, salary) does not make sense to many of the members of Gen Y"* (Welsh & Brazina, 2010). Generation Y is always looking for the next challenge even before completing the current one. Sometimes, their actions may appear like resistance if they feel that their ideas are not being taken into consideration (Smith, 2010; Welsh and Brazina, 2010). Having a robust promotion policy as part of the SWP would make use of all the generations' talents, and strengths would also be helpful in ameliorating any resentment due to perceived discrimination (Smith, 2010).

Generation Y tends to favour instant communication usually via mobile technology (Smola and Sutton, 2002). Developing career plans and roles for Generation Y, which take their preferences into account, can prevent conflict with older generations. The human resource planning needs to take into account all the interests of each of the three generations (Business Daily: 12 July 2013). Planning for all generations entails catering for the different preferred work styles as well as adopting effective communication techniques suited to each group. At the same time, feedback mechanisms must be appropriate, and expectations of work-life balance understood (Smith, 2010). Ultimately, it is important to realise how

each of the generations reacts to conflict so that proper mechanisms are in place when these come about (Wong et al., 2008).

The youth, so-called Generation Y are the most responsive to initiatives by management to improve the world around them (Snell & Bohlander, 2011: p.24). Organisations, therefore, need strategies to create a favourable working environment to avoid unnecessary exits. Some of the crucial areas are job satisfaction, a sense of inclusion in the workplace, operational effectiveness, ethics, integrity, work-life balance, recognition, career development, and remuneration – key elements that would emerge from an SWP. Recruitment should bring younger workers to a workplace that is made flexible and adaptable (Lewis and Frank, 2002). Other strategies include leadership development, tracking skills and talent through evaluating performance and creating ‘talent banks’ (Pynes, 2009).

Within the UK context, workforce planning and talent management could just as easily be negatively impacted by the lack of understanding between older and younger generations at the workplace due to some factors namely: (i) Individual performance; (ii) Job satisfaction; and (iii) Overall motivation. These details are in a report entitled “Managing Generation Y,” (Schofield and Honore, 2011) which revealed that younger employees, on the one hand, are not only very ambitious but are also strongly motivated by money and status while expecting rapid progress in career advancement. On the contrary, the older generation is more conservative, some having worked in the same job sometimes for up to forty years. Schofield and Honore (2011) sought to explore the manager-graduate relationship in the first few years of work, as well as the expectations of the managers, their graduates and the organisations for their future leaders. The research carried out has revealed that there are different reasons for workplace departures, in the UK.

3.6.4 Strategies for Harnessing Generation Y Capabilities

According to Huselid, (1995); as well as Guest, (1997), the soft human resource approach is to find ways for people to flourish, to improve organisational performance. For flourishing to take place, job satisfaction, commitment, work engagement and the psychological contract must be present. All employers are keen to have an ideal employee; one who is happy and willing to put maximum effort in working towards fulfilling the organisation’s strategic objectives. All these issues are critical to employee motivation and can be incorporated into a strategic workforce plan.

Hiring needs to be both strategic and non-transactional if it is to achieve a competitive advantage in talent sourcing and development and especially so in the case of the younger population – i.e.

“Generation Y” (Caruso, 2014) who have to work with other, older generations. In a strategic workforce plan, there should be cognizance of the challenges that come with a multigenerational workforce in a government agency, as the success of any staffing efforts is just as well a function of the generational environment.

According to the Kenya 2009 National Population and Housing Census carried out by KNBS, there were 19.24 million people aged between 10 and 35 making 49.7% of the population (KNBS, 2010). The figure of 19.24 million comprised of 9.47 million males and 9.77 million females (49.2 and 52.8 per cent respectively). The 15 to 35 age group made up 37% of the population (KNBS, 2010). Five years later (2015), it is estimated that the 15-35 age- group may have grown to over 50%, especially in the urban centres of Nairobi and Mombasa (KNBS, 2014). This group will have a tremendous social and economic impact because of their numbers. Attracting them to the workplace, therefore, requires both national and organisational policies that play to their strengths, which include building trust, harnessing their energy and inspiring loyalty. They need challenging jobs and career paths that can enable them to change paths within the same organisation. They value open communication and dialogue as opposed to autocratic management. They also value work-life balance (Smith, 2010), which requires some form of personal counselling and mentoring.

It may sometimes be inevitable for young employees to grab the first job that comes along, just to earn a living. They would then keep looking until they find one that suited their line of training. In a Generation Y survey undertaken in Kenya in 2011 by IPSOS Synovate, an observation was made that there was a substantial skills mismatch as many of the temporary jobs available had no bearing on the training received. The younger generation of workers had witnessed their parents retrenched from their jobs with a pittance of a pension, creating anxiety that would explain their lack of loyalty. Some of the retention strategies have been the benchmarking of salaries to industry levels, bonding employees for some years and inducements such as mortgages and loans for employees. Internal policies should target these retention strategies.

According to Langan (2000: 462), the characteristics that high performing employees detest are commonly found in the public sector. These include rules, regulations, long meetings, policy manuals and job descriptions, among others. Recruitment policies, therefore, ought to lay emphasis on how the

organisation can ‘create a flexible work environment’. These policies should target younger workers who may be opting for higher education rather than joining the workplace. Further, policies should target the physical workplace environment. Becker & Steele (1995) argue that high-performance facilities are needed to attract and retain talented, motivated employees. Innovative workplaces may be achievable through developing a holistic, integrated approach to development which balances between business strategies, occupant performance with short- and long-term costs. This method ensures that workplaces are more efficient, flexible, and sustainable.

3.6.5 The Critical Role of Retirement Planning

SWP covers more than just headcount and extends to ‘head content’. It also covers the employee from recruitment to exit (Sinclair, 2004). Fredericksen (2010) posits that strategic positions in the USA public service are unlikely to be filled by new entrants to the workplace because the positions demand persons with substantial exposure and experience in particular policy areas, along with knowledge of the particular institutions. The government therefore needs to reconsider its traditional forms of staffing and face the realities of a changing workforce, to embrace even retirees re-joining the workforce (Fredericksen, 2010: 56). Across the globe, there have been changing expectations, changing lifestyles and attitudes towards the workplace, which we should consider in succession management. Selective re-entry of experienced employees, coupled with recruitment strategies and retention are all necessary in this adaptation process. These strategies aim at putting the right people in the proper places in public service while also retaining high performers and offering continuous development for existing employees (Fredericksen, 2010). However, the more significant aspect of workforce planning is the preparation for employee exits, be they voluntary or otherwise.

KNBS for instance contributes a ‘paltry’ 200 shillings (US \$2) to the National Social Security Fund (NSSF) which alone cannot afford retirees the kind of life they may want to live after mandatory retirement age of 60. The defined benefits Government pension likewise is challenged due to cash-flow problems within the National Treasury. KNBS started a Defined contribution (DC) pension scheme in 2011.

In the year 2009, the government of Kenya increased the mandatory retirement age for its workers from 55 to 60 years (Pensions Act, 2009). This move was intended to provide time for the government to raise money to pay off the thousands of retirees that were due to exit from the service. An argument then arose that at 55, the employees meant to retire were still productive. Some even contended that the

cumulative on-the-job experience of the 55-year-old workers was too valuable to dispense with that early. The decision to defer retirement has however led to some complications for both the retirees as well as the government. The contributory pension scheme that was to be put in place has yet to materialise to date, leaving a heavy financial burden for the unfunded Defined Benefit scheme.

A strategic workforce plan would endeavour to include a pension policy that is part of the human resource plan aimed at maintaining a desirable flow of talent. Individuals who are dissatisfied with work may wish to withdraw from the organisation, displaying behaviours such as absenteeism, lateness and a desire to retire earlier than anticipated (Hanisch & Hulin (1990). Retirement planning, therefore, requires strategic initiatives to prevent the opinion that it is a point of despair, especially in this case where it is mandatory to leave one's job at the age of 60 years (Kenya, RB Act, 2006).

According to Ambachtsheer (2015), many pension systems are sick and in dire need of help. One key flaw is the irresponsible assignment of risk in Defined Benefit (DB) schemes. Another flaw lies in the fact that the said pensions may not have enough funds to give retirees the standard of life they expect, requiring a pension revolution.

Many pension arrangements will not produce adequate pensions. Corporate employers are closing their traditional defined-benefit plans, and many of the DB plans that remain have insufficient assets to cover their liabilities (Ambachtsheer, 2015:49). Ezra, (2015: 57) speaks to the urgent need to redesign the pension plans of the future, criticising the DB plans of the past that tried to provide post-retirement income on the cheap. He says that in the past, promises were 'allowed to run ahead of the funding', which led to the reduction of contributions when the market was not doing well. Ezra, therefore, recommends that to mitigate the shortcomings of the pension schemes, people may need to retire later or more gradually, take more investment risk or else reduce their expectations for future lifestyles.

Sargent et al., (2013) contend that 'retirement' has been shifting, and now has multiple meanings, suggesting that it should be re-invented. The reinvention of retirement is, therefore, a concept that necessitates early acceptance so that with increased longevity, people can live stress-free and productive lives (Arza and Johnson, 2006; Wang and Schultz, 2010).

3.7 Barriers to Strategic Workforce Planning

An overview of SWP dynamics carried out in Australia in 2009 revealed that there are almost similar circumstances relating to the workforce that is faced by organisations there when compared to Kenyan

organisations. For instance ageing workforce presented as one of the most pressing issues in 60% of the organisations, followed by staff utilisation also in 60 % of the organisations. Skill shortages, recruitment and job redesign, seemed to be a problem in 33% of the organisations while succession planning and lack of strategic direction was an issue in approximately 20% of the Australian organisations, revealing a need to enhance workforce planning skills (Mercer College, 2009).

It is, however, unfortunate that many organisations do not practice formal workforce planning. Various studies carried out in both public and private sectors in the USA, revealed that practitioners fail to plan due to among other reasons, resource constraints, lack of prioritisation of workforce planning as an immediate need and structural constraints (Hopen, 2005; Johnson and Brown, 2004; Pynes, 2009)

Farnham (2006) expresses displeasure that organisations give a little time to HR planning because of lack of resources and skills, time and effort required as well as the absence of relevant data to do so. Sanders & Ritzman (2004) argue that there must be ways around imperfect predictions in workforce planning. These may mean building in greater flexibility brought about by engaging part-time employees, cross-training and multitasking. Competency- based planning, therefore, reinforces the idea of removing the focus from just the numbers of employees. Since the emphasis shifts to roles and objectives, there must be a clear analysis of the advantages and disadvantages of splitting or combining roles.

Further, due to inaccurate data, the idea of risk management has been introduced in which the probability of the occurrence of certain incidents at various levels of the organisation is serving as a warning system (Frauenheim, 2011:p.2). However, to turn strategies into action, there must be data to back them up. Even when they may not be predictive enough, they will ensure disaster is at bay.

For an organisation to predict its workforce requirements, the future in the form of its mission and vision must be defined, as these provide the goals and objectives to be attained. Most probably, these will be contained in a Strategic Plan. A gap analysis will then be undertaken, in which the predicted numbers are compared to existing numbers, establishing how changes are likely to impact the structure and design, the work to be done and the skills and figures required. The main problem that arises is wishful thinking (Karoly, Panis & Constantijn, 2004: p.3) Workforce planning builds a context for the future, rather than just predicting for the short term.

There are many more barriers that can hamper the success of the workforce planning process (Ospina, 1992; Johnson & Brown, 2004). These include lacking a dedicated group or resources to carry out the planning exercise. There could be lots of information, and yet have data lacking due to technicalities. If the Chief Executive Officer (CEO) for instance does not have a cohesive view from the top, it will make the lower ranks take even longer to obtain buy-in. Sometimes, a sense of urgency could be lacking, making the planning process take inordinately long to complete. Lack of direction from above may lead to the organisation being reactive rather than proactive. In this same regard, internal tensions can arise due to various organisational segments competing for the same supply of staff. Further, if the human resource department lacks credibility, it would be difficult for the workforce planning to proceed smoothly. Employees may be apprehensive about the future of the organisation, and if the scepticism exceeds the positivity, it is likely that technical issues may arise among the employees (Johnson & Brown, 2004). Lastly, it may be difficult to quantify the results without addressing the barriers.

Successful workforce planning needs to be a collaborative assignment between the researcher and the organisational managers concerned. For the planning to be complete, there should be a variety of data sources such as employee survey data, finance data and other statistical data to authenticate the data from the human resource databases. Discussions about organisational needs must be conducted by the planning group while also incorporating workforce planning into the strategic planning process (Johnson & Brown, 2004). Yet, SWP should not be seen as predicting the future. Sullivan (2002c) describes the track record of workforce planning as having been dismal, estimating that up to 90% of old model workforce planning fails.

The demographics of the workforce relate to the make-up of the population regarding age, gender and socio-economic segment (Carroll & Moss, 2002). Comprehension of workforce information requires utilising demographic intelligence to see how services will be affected in the future. Only after thoroughly reviewing the demographics can an assessment as to whether the current and upcoming workforce supply is going to match the likely demand be made, to satisfy both present and future statistical requirements, while taking into account issues of diversity and inclusion of all eligible groups. SWP would benefit from being more pragmatic, building a context for decision making rather than trying to predict the future (Bechet, 2000). Sullivan (2002c) further recommends that workforce plans prioritise areas where they are likely to have the highest impact, rather than spreading too thin.

3.8 Chapter Summary

The literature review covered a broad range of sources within the existing and emergent issues that impact SWP, a process that aligns people, structure and resources with the mission and budget of an entity. The review utilised books, academic journals, media reports, government policy documents and legal instruments that influence workforce planning. In summary, the SWP process entails obtaining a common understanding of the organisation's strategic objectives so as to link them to the workforce requirements. This linkage is then followed by an assessment of the current workforce to get the demographics, competencies, technology and the funding involved. So as to succeed at required workforce levels in the future, forecasts are made, taking into account any anticipated changes in the structure, hiring, changes in technology and process improvements. A comparison of the present and future requirements will determine what gaps require plugging through an implementation strategy, following the execution of an action plan. There needs to be constant monitoring and evaluation to ensure that the execution is on track with adjustments as necessary. The literature further explored the wider human resource aspects such as talent management, succession, retirement and diversity that require interventions if improvements are to be attained to ensure that the right people are in the right place at the appropriate time.

Chapter Four: Methodology

4. Introduction

This study follows an action research protocol. Action research (AR), also referred to as participatory action research (PAR) in certain countries, includes a wide array of methods that embrace the juxtaposition of action and research, practice and theory (Mckay & Marshall, 2001). Further, the use of an AR approach involves the production of new knowledge, through finding solutions or making improvements to real-life problems (Elden & Chisholm, 1993; Robinson, 1993). The action researcher is however expected to work within a conceptual framework, related to the respective context in which the problem is located (Checkland, 1991). The actions taken to solve an identified problem should be seen to emanate from the strategies for developing, testing and refining theories in the problem context (Susman & Evered, 1978). In this particular instance, the problem under study is located within the framework of strategic workforce planning (SWP) as a mechanism for mitigating the effects of massive staff exits and their attendant consequences as enumerated in my introductory chapter.

According to Mason (2002),

‘Qualitative research requires the moving back and forth between different elements in the research process, and the researcher should not assume that they can deal with only one element at a time or see this as something to which they should aspire’ (Mason, 2002, p.8)

AR, however, has many variants. Key of AR’s distinguishing features is the ‘active and deliberate self-involvement of the researcher in the context of his/her investigation’ (Mckay & Marshall, 2001, p.47). The researcher works collaboratively with others to bring about change within a problem context (Checkland, 1991). Further, the researcher and the participants depend on each other’s experiences and knowledge to help find a solution (Hult & Lennung, 1980). While dealing with the real world, AR bridges theory with practice, with its dual aim of facilitating practical problem solving as well theory testing being a win for both the researcher and the participants (Elden & Chisholm, 1993; Baskerville and Wood-Harper, 1996). AR also enhances the skills and competencies of both the researcher and the participants (Hult and Lennung, 1980), though it sometimes lacks causal connections, impartiality, scientific rigour and generalizability. Nevertheless, AR has many strong points;

‘The quality of AR is grounded in cycles of action and reflection. The acts of interpreting the situation, planning to take action and reviewing the outcomes are subjected to critical thought and discussion’

(Coghlan and Holian, 2015)

The methodology for the study specifically follows a participatory action research (PAR), one of the AR variants, in which I collaborated with my colleagues within the organisation to seek a solution to the identified problem. The collaboration emerged from my first-person learning in action, combined with the second-person collaborative process of building and implementing change in a spirit of co-enquiry (Coghlan & Holian, 2015). A PAR methodology is distinguishable from other forms of research because it is research 'with, people' and 'by people' rather than 'on people' (Kemmis & McTaggart, 2007, p.281). This form of 'insider to insider collaboration' was not only more democratic but was expected to have a greater impact on the organisational setting (Herr & Anderson, 2005, p. 36). Further, Bergold & Thomas (2012, p.1) posit that participatory research methods target research in which planning and conducting of the research is with people whose 'life-world and meaningful actions are under study.' PAR places a strong emphasis on collaboration, one of the tenets of participation and democracy (Kemmis & McTaggart, 2005, p.563). Professional organisational transformation carried by study groups in insider collaboration with insiders has been covered widely by Heron (1996) and Saavedra (1996). Kemmis (2006) and Manfra (2009a) have however criticised practical AR as being conformist to government policies without question, driven by the needs of a few, who happen to be the 'experts', and excluding those with less power. Such an approach "may result in improved practice, but not 'social and cultural change'" (Manfra, 2009a, p. 41)

To distinguish the various types of participation within the study, I considered it more appropriate to specify the decision-making situations in the different stages of the PAR process. As the lead researcher, I identified the groups of participants and disclosed who had what rights, at what point in time, and about what theme, and their decisions in line with the methodology in Unger (2012). The study was distinguishable from research projects controlled by the affected persons themselves—for example, "survivor-controlled research" (Russo, 2012). Here, by right, the directly impacted individuals participate in all decisions. However, even in this instance, it is necessary to specify who, or which group, takes part in which decisions, because, even here, there are positions of power and competition between individuals or groups.

I have crafted this chapter in a four step iterative process where my participants and I were consciously involved in planning, taking action, evaluating the action and doing more planning as a result of the action (Coghlan, 2009). After identifying PAR as the approach of choice, I proceed to specify the research design and my epistemological and ontological leanings, while indicating the ethical

considerations at play. After that, I explain the methodology in four stages, which cover the full first cycle of the strategic workforce planning initiative, a real –life issue at my workplace. Although I outline the methods of data collection and analysis, I have narrated the actual findings in Chapter 5. The discussion of the findings and their implications are covered in Chapter 6, while the dissemination is in Chapter 7. In the ensuing paragraphs, I outline the methodology that I employed, accompanied by the extant literature.

4.1 The Choice of Participatory Action Research

While there are numerous theoretical approaches one could take in AR (Mcniff & Whitehead, 2010), it was not prudent to mix different models as some confusion would arise. Indeed, Reason & Bradbury (2001, 2008) have alluded to AR being ‘promiscuous’ in its inspirational theoretical sources. For instance, AR borrows from democracy (Gustavsen, 1993), Critical thinking (Kemmis, (2006), and Systems Thinking (Checkland, 1999; Pasmore, 2007; Flood, 2010) among many others (Sankaran et al., 2001). The choice of PAR, therefore, was informed by its relevance to the kind of workplace problem under study, because the composition, collaboration, and contribution of the participants were vital for the ultimate success of the project. I was quite vulnerable to the participants’ insights, as well as the experiences of those who had been in the organisation longer, as I had only been working in KNBS for five years then. Herr and Anderson (2005) have succinctly brought together advice on insider research, using PAR methods, especially when part of the objective is to complete a thesis for qualification.

Johnson (2002) speaks to collaborative teams that evolve or into organisational governance structures. These groups, which engage in data-driven organisational change efforts, have the potential of impacting corporate culture. The collaborative groups further ‘engage their members in learning and change, offering opportunities for personal, professional and organisational transformation’ (Herr and Anderson, 2005, p.36-37). My colleagues and I (see Appendix 1(a) were conducting research that was meaningful and relevant to our lives; critically reflecting on our practice, engaging in a learning a process for change, as well being involved in a collaborative, participatory, and supportive process (Storms, 2013). This methodology seemed appropriate for a study involving an issue that was of concern to all stakeholders, as the risk of not taking action would have far reaching consequences on the ability of the KNBS to deliver on its mandate. Huselid (1995) posits that human resource practices have an economically and statistically significant impact on employee turnover and productivity. Indeed, the literature demonstrates that when the human resource practices align with the organisational strategic

objectives, they can improve the competitive advantage of the organisation significantly (Porter, 1985; Schuler, 1992; Cappelli & Singh, 1992). Further, Glebeck and Bax, 2004; Shaw, 2011) in their empirical studies of company records did confirm that excessive employee turnover is detrimental to organisational performance. It was this realisation that had informed the research question on what it would take to forestall the effects of the impending demographic time bomb against a backdrop of conflicting government pronouncements regarding further retrenchment of public sector employees.

To classify the study as a PAR, it needed to have certain qualities, namely the contribution to the improvement, understanding and practice of the situation of the participants in the research context. PAR has a spiral of steps (Lewin, 1946), which comprise of observing, planning, acting and subsequently evaluating the results of the action. The cyclic nature of this Lewinian approach requires flexibility, reflection and responsiveness when taking action. Kurt Lewin (1946) was the founder of 'Action Modes as a means of conducting a systematic inquiry into the group and organisational phenomena'. (Coghlan and Holian, 2015). These 'Action Modes' are the origin of the current day Action Research in its many forms.

4.2 Research Design

Krueger (1994), cited in Edwards & Briers, 2004, states that “..... *researchers recognise the benefits of combining qualitative and quantitative procedures, resulting in greater methodological mixes that strengthen the research design*” (p. 29). Using focus groups for instance as a research approach would be useful especially to collect data, to design or refine instruments, or to confirm earlier findings (Krueger, 1994; Morgan, 1997; Popham, 1993). I opted to use focus groups for the qualitative aspect of this study, while also using primary data from the KNBS employees and quantitative secondary data collected by consultants.

A significant aspect of the research design for this piece of the investigation was to get participants from among the internal stakeholders since it would not be possible to get the whole organisation to participate. Getting 'people to work together' (Stokes & Begin, 2006), required establishing new ways for people to connect and discuss issues of mutual interest while reflecting on the critical observations relating to staff exits and how to mitigate the effects. Focus groups are a “research technique that collects data through group interaction on a topic determined by the researcher” (Morgan (1997, p. 6)

“The hallmark of focus groups is their explicit use of group interaction to produce data and insights that would be less accessible without the interaction found in a group” (Morgan, 1997, p. 2)

In focus groups, ‘emic’ data, that is, “data that arise in a natural or indigenous form” comes out because participants “respond in their words, using their categorizations and perceived associations”(Stewart & Shamdasani,1990, p. 13). Focus groups can, therefore, be useful research tools facilitating a better understanding of the participants’“vocabulary” regarding the question(s) under study, and for increasing the researcher’s understanding of previously collected quantitative data (Krueger, 1994; Morgan, 1997). Stewart and Shamdasani (1990 p.9) further posit that *“among the most widely used research tools in the social sciences are group depth interviews, or focus groups.”* They further opine that “contemporary focus group interviews involve 8 to 12 individuals discussing a particular topic under the leadership of a moderator. The moderator encourages interaction and ensures that the discussion remains on the ‘subject of interest’, and that it “will last from one and a half to two and a half hours” (p. 10).

Morgan (1997, 2010) has during the two decades that social scientists have rediscovered focus groups posited that this is a highly flexible method, which is adaptable to many situations to collect data across a broad range of research topics and cultural settings. A clear message garnered from the experience is that there is no “one right way” to do focus groups. Science researchers invariably agree that group interaction is the key distinguishing feature of focus groups (Morgan & Krueger, 1997; and O’Connor *et al.*, 2008).

Popham (1993) further states that *“...behavioral scientists have been increasingly drawn to the virtues of focus group interviews as a method of securing useful qualitative data”* (p. 194).

My starting point for the Focus groups was the staff committees that were already in existence, and which met regularly to discuss wide ranging issues such as gender mainstreaming, retirement scheme matters, training and development and the strategic plan formulation and implementation. These structures offered an opportunity to articulate issues of the workforce to the willing members who later joined as participants in the PAR study. The existing staff committees created a safe and respectful ground on which the participation of everyone was encouraged and supported (Kelly & O’Donnell, 2007; Cook, 2012). The various committee members, who represented all the six directorates of KNBS,

would be formed into teams for purposes of undertaking focus group discussions (Saavedra, 1996; Dick, 2003). The terms of reference for the groups are in Table 4.1 below.

Table 4.1: Allocation of Thematic Areas to Focus Groups

Group	1	2	3
Thematic Area/Focus	Strategic Planning/senior Management	Training & Advisory/ Staff Development	Retirement Benefits
Number of Members	8	9	8
Terms of Reference	Strategic Objectives Environmental scanning Strategic focus areas	The current state of staffing The Supply/Demand dynamics Diversity Training & development	Building a platform for the workforce plan Requirements for the future Recruitment and Exits

According to Stewart and Shamdasani (1990 p. 16), focus groups have a synergistic effect which results in the ‘production of data or ideas that might not be uncovered in individual interviews’. However, the panels create a forum for “group” interaction and collective expression which can yield both positive and negative results. For instance, “the responses from members of the group are not independent of one another, which restricts the generalizability of results;”. Secondly “the results obtained in a focus group may be biased by a very dominant or opinionated member” (p. 17). The themes for the focus groups in this study were built around the SWP model, starting from the planning environment, on to the demand and supply dynamics with their supporting functions and finally building a platform for the workforce plan based on the identified gaps.

Selection of Participants

In selecting the study participants, I utilised a purposive, convenience sample for this study (Patton, 2002). The potential participants would be possible implementers of the proposed strategic workforce

plan, people who would have to have a level of interest required to carry through the task to the end (Dentith et al., 2012). My position as the lead researcher became the strategy for gaining access to the individuals (Coghlan, 2007) since I happened to be a keen member of many of the staff related committees in the organisation, being the director in charge of Finance & Administration. I made initial explanations of the research to the CEO, who was very enthusiastic to assist, and who then gave written approval to engage the staff from the staff committees. According to McNiff & Whitehead (2005), knowledge can be shared through the exchange of information with non-hierarchical leadership, through social formations. The committees were thus the social formations that would form focus groups to review their practice critically, to make improvements.

Patton (2002) argues for the appropriateness of purposive sampling when the researcher feels that certain people have specialist knowledge of a certain subject or have both capacity and willingness to participate in a study. Maxwell (1996: 70; 2005) further argues that purposive sampling, in which particular settings, persons or events are deliberately selected, provides information that cannot arise from other sources. Staff belonging to various employee based committees were the source of the 30 participants chosen for the study (see Appendix 1-a).

In undertaking the participant selection, however, there was an ever-present danger of subtle coercion, especially so because some of the participants are in my directorate, introducing the risk of researcher – friendly responses (Buchanan, 2012). To mitigate this, I had to ensure that participants confirmed their consent to participate in writing. Later, they also confirmed their responses to the interview guidelines by email after answering the same questions during the focus group discussions. The confirmation process, referred to as ‘member checking’ complemented the focus groups recording of minutes in the absence of a tape recorder (Harper & Cole, 2012).

Member checking served to ‘*decrease the incidence of incorrect data and the incorrect interpretation of data, with the overall goal of providing findings that are authentic and original*’ (Creswell, 2009, Harper & Cole, 2012). The most significant benefit of carrying out member checks was the ‘opportunity to verify the accuracy and completeness of the findings which then helped to improve the validity of the study’ (Cohen & Crabtree, 2006; Harper & Cole, 2012).

According to Tandon (1988: p.13), ‘authentic participation,’ involves participants having a role in setting the agenda of inquiry. They then must participate in data collection and analysis, ultimately having control over the use of the outcomes of the study and its whole process. In the same manner, the

participants in this study sought to improve their practice to forestall the effects of excessive staff turnover. In my case, I shared the problem facing our organisation with my Board of Directors and colleagues, and explained how we would work on it collaboratively in a spiral of steps (Kemmis & McTaggart, 1988a). Participation was not limited to specific areas for any members. However, the statisticians among us had an edge when it came to data analysis while the human resource experts were better versed in matters to do with human resource aspects, such as recruitment, compensation or staff turnover. The team members comprised a mix of all the KNBS directorates (Appendix 1 a).

4.3 The PAR Epistemology and Ontology

The most significant epistemological outcomes of PAR lie in transforming the way people think about research, knowledge creation and what counts as a valid theory (Wood et al., 2007). Likewise, the ontological outcomes lie in the interactions with others, how we live and ultimately how we use our positions within society, and within the organisations in which we work (Wood et al., 2007). PAR operates on a tradition of ‘authentic participation’ (McTaggart, 1997, p.6; Tandon, 1988, p.13). It, therefore, required sharing with the participants, not just the research conceptualization, but also how it was practised and created, resulting in ownership and responsibility. Mere involvement would lead ‘co-option, in which a group subsumes or assimilates a smaller or weaker group with related interests;’ and ‘exploitation’ of people in the plans of others (Tandon, 1988). PAR, therefore, created an obligation to all individuals in the organisation who desired to improve the quality of what they do as well as their relationships with others. McTaggart (1997, p.8) posits that in loosely coupled systems, groups of participants can exercise ‘the right of veto,’ whereby some participants exercise active resistance either by renaming what they do or continuing with old practices as if nothing has happened, sabotaging the change initiative.

Due to the risks associated with improper participation, I took up the advice of Johnson & Duberley (2000) on the necessity of providing guidelines to all participants in a way that provided unity of purpose, without stifling individual thought. I did this by crafting the questions asked of the participants targeted at themes surrounding strategic workforce planning, which was still a relatively new concept to all of us, in an open-ended way. An example of a question to Focus Group 3 went as follows:

What makes KNBS a challenging place to work? What are the unique challenges in KNBS that are not found in the rest of the Public service?

As I did not know my colleagues' attitudes at the start of the study, I had to be constantly on the lookout in case any of the risks of insider research materialised. I have covered the inherent risks in more detail in paragraph 4.7 below. For change to be understood, I required coalitions of support from all levels of the organisation to impact the way we do things in KNBS. After necessary sensitization, the Board of Directors and Director General, being key stakeholders, were very much in support of the study (I made a Board presentation on the demographic time –bomb, in the presence of all top management at Retreat held in a location 100 kilometres from our headquarters). The Director General as the Secretary to the Board did communicate approval for the study in an email, which forms part of my study documentation. I then conveyed the same to all the participants at the start of the study.

4.4 Ethical Considerations in PAR

Stringer (2007, p.55-56) outlines "the ethics of action research", stating that people have a right to "refuse to participate." Often, depending on time, seasonality or gender, 'the quest for the "missing participants" can be as important as working with those who volunteer to participate'. In this study as well, there were those that refused to participate or fell by the wayside through leaving KNBS before the study completion. I had initially assigned 8-9 members in each focus group with terms of reference that spanned related issues but which were not stifling regarding discussion boundaries. As related elsewhere, Focus Group one did not take off due to non-completion of the Strategic plan on time. Likewise, two members of Focus Groups 2 resigned, while three members of Group 3 retired at different times during the study in 2014, and 2015.

However, respect for people was the overriding principle during the study and this involved adherence to the ethical guidelines, provided by the University. The guidance helped participants decide whether to join the study or not and to receive updates on any new circumstances that would determine their continued participation. The provision of guidance was both verbal (in meetings) and in writing (on email). Prospective participants demonstrated their consent in writing by signing off the consent forms at different times as preferred. Being all adults, the participants signed the consent forms in full, personally. In this respect, there were benefits in participating in this study as it would improve knowledge while conferring membership to and ownership of the prestigious SWP, the first of its kind in Kenya.

Pritchard (2002) speaks of the different risks that warrant consideration while undertaking a study like this one. Identifying the risks and minimising them as well as deciding whether the risks are higher than

the benefits was a significant ethical aspect of this study. I carried out a risk assessment which formed part of the work programme with my participants. The evaluation was to ensure that any risks that would arise from the research had a contingency plan in place. Some of the potential risks identified included lack of resources to carry through the change process, poor governance such as lack of a Board of Directors, invasion of privacy, embarrassment or breach of confidentiality. Zeni (2001) discusses the risks related to internal organisational politics, the so-called micro-politics. It was not, however, possible for me to know with certainty if any of the risks would materialise during the study, until much later. In Chapter 6, I discuss in detail the kind of risks that did crop up and how they impacted the study. My main aim was to proceed with the best interests of the participants.

The ethical approval process involved identifying the custody of the research data to ensure confidentiality throughout the process as well as provide the mechanisms for care and discharge of the information. The study sample, specifying details on the selection process as well as provision of samples of the documentation were all included in the application that was approved. It would be important to note that due to the close working relationships between the participants and me, it was not exactly possible to hide the identities of the participants. Indeed, as it happens in AR, decision making was more of collaboration with those who participated (Piggot-Irvine 2012). Ironically then, being identified with the process of bringing the workforce plan to KNBS would be a benefit to the whole organisation, rather than liability or risk to the participants. The gain arose from participating in this essential significant change process. The study effectively made the members improve trust for one another, use common language and work ethically within the internal groupings and hierarchies of the organisation (Coghlan and Holian, 2015)

4.5 The PAR Cycle

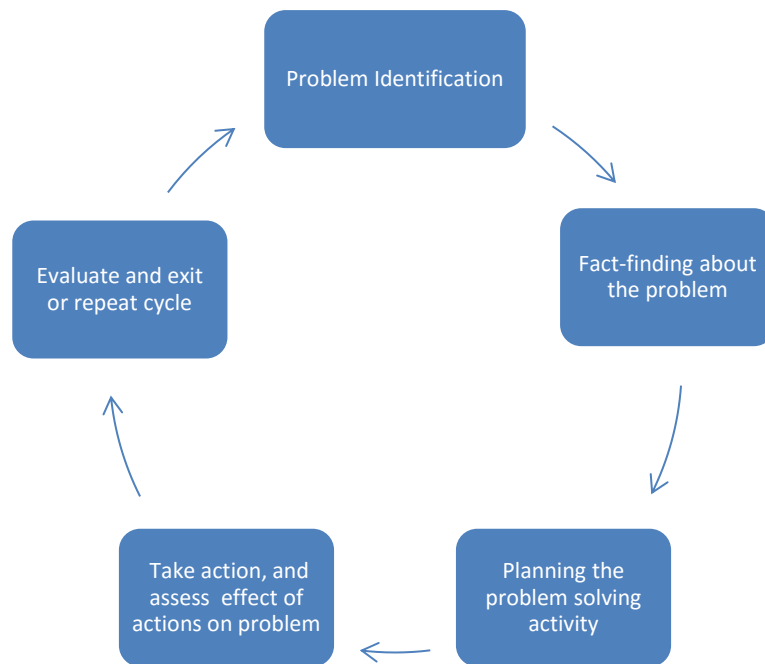
The realisation that I had to do something about the effects of the then impending massive exits of staff from KNBS spurred this study. My earliest recognition of the disproportionately large numbers of ageing staff had been made in 2012, during the Retirement Benefits trustee meetings, of which I am a member. Later, I gleaned from the scheme reports, that just over 47 % of the employees were then between 51-60 years old, against a mandatory retirement age of 60, and that there would be many employees retiring as from 2014. I shared my concerns, not just with my colleagues, the Retirement Benefits Trustees and later with the Board of Trustees to appreciate the exposure that KNBS faced. The desire to investigate how I would improve our practice to forestall the impending crisis was thereby

born. I did a pilot project during one of the semesters of my DBA coursework and later decided to study the subject further for my thesis while engaging with my other colleagues. Having chosen the subject to be addressed, I prepared a proposal, sought ethical approval and invited willing participants from among my colleagues to join me in this PAR study. Thirty participants emanating from all the directorates in KNBS represented the stakeholders (see Appendix 1 (a)). They collaborated in the study through planning with me, collecting data from their directorates and contributing to the focus group discussions (Kitzinger, 1995). The data collection is covered later in paragraphs 4.5.1-4.5.4. Checkland's (1999)'s Soft Systems Methodology (SSM)'s inherent cyclic nature influenced our PAR, enabling us look at the 'rich picture' in our effort to define the key features of our problem (step 1-3 of the SSM). Subsequently, we looked for an ideal way to transform the inputs and outputs (step 3-4 of the SSM). The 5th and 6th steps were represented by the actual improvements that we intended to implement, while the seventh step involved the implementation.

Stringer (2008) describes practical approaches to AR in a variety of contexts, applying qualitative and quantitative methods. My approach to conducting AR used the "look" (gathering data), "think" (reflection/analysing data), and "Act" (action/reporting)

However, the practice of PAR is 'relatively enigmatic as there are few guidelines for would-be action researchers to follow' (Mckay and Marshall, 1999a). AR, in general, has usually been represented in a single cycle (Susman & Evered, 1978; Burns, 1994; Checkland, 1991). This single cycle would then be subjected to repetition, though not in the same way until a satisfactory result is achieved (multiple iterations). My goal was to create actionable knowledge to both improve the human resource practices and document the same for future reference, as exemplified in Figure 4.1 below:

Figure 4.1: The problem-solving cycle in participatory action research



Source: Author's conceptualization

Monitoring was necessary to gauge the progress of the problem-solving initiatives, to make amendments or an exit made if the outcomes proved satisfactory. It was not always possible to follow a precise sequence as implied by the diagram. Indeed, Checkland (1991) argues that the cycle of AR requires that the researcher identify a real world problem situation, which naturally provides the framework and structure for the PAR. When Stringer (2007) posits that AR may not provide generalised solutions that fit in every situation, but rather, particular contexts or groups of people, it becomes clearer why an inquiry, needs 'to find an appropriate solution for the particular dynamics at work in a local solution' (p.5).

The PAR cycle already outlined would be summarised into, problem identification, fact finding, planning the problem solving and taking action (Stringer, 2007). The PAR cycle embodied the sharing of the lessons learned from the data with all the organisational stakeholders. The thesis thus documented the first full cycle which sought to answer the research question. This cycle, as outlined below would be influenced by Checkland (1999) Soft Systems Methodology, which however involves seven different stages of systems improvement. However, the seven stages of a system can be compressed into four

main stages of problem identification, fact finding and reflections, planning the problem solving and finally taking action.

4.5.1 Problem identification

As earlier alluded to, the realisation that I needed to do something about the higher than normal staff turnover started earlier during my coursework and interactions with the Retirement Benefits Trustee meetings in which I was a member. The initial problem identification involved looking at the demographics of the staff along with the turnover statistics to identify the extent of the problem. Many of the employees of KNBS were leaving in large numbers, exposing the organisation to loss of critical skills and to the entry of a younger generation that would take long to acclimatise to the statistical traditions of KNBS. I reviewed the staff inventory and depicted it in frequency bar charts and graphs so that all the other stakeholders would understand the demographic situation better. The bar charts and graphs are covered in detail in the findings in Chapter 5.

My initial activity was to establish the extent of the impending demographic crisis as a result of the mass exits. I was further interested in finding out if our stakeholders were of a similar opinion and that they appreciated the gravity of the consequences of the massive exits. These sources of data would be from the human resource database. The data obtained from database generated a range of reflections in me:

- With what assumptions would I begin?
- Whose observations would I need to consider other than mine?
- What further knowledge would the study uncover?

The reflections led to the re-examination and redefinition of the research questions.

4.5.2 Fact Finding and Reflection

Reflection refers to the act of critically exploring what one is doing; why they are doing it and what the effects would be (Parsons and Brown, 2002). To undertake fact-finding on the identified problem, I engaged in reflection by regularly standing back and reviewing the situation while involving the study participants in giving their different perspectives on what had happened. My participants and I discussed the issues affecting us in the organisation, within the focus groups, sharing different viewpoints and relating the same to the study problem. We had to come up with various suggestions for interventions to forestall the demographic crisis. We reviewed the quantitative data on the

demographics to help us craft a coping mechanism. I frequently reflected on the research question, the available data and the literature review, giving rise to other supporting questions, which gave rise to the semi-structured questionnaires listed in Appendices 2-4.

I wrote personal notes throughout this process to document patterns, themes, and contradictions that emerged from participants' responses (Charmaz, 2010). I deliberately scoured through the email transcripts and meeting minutes to explore participant's reasons for certain positions, for example regarding recruitment, promotions or work-life balance, especially if they were controversial. I developed the supporting questions (micro- questions), (Stringer, 2007), as a result of reflection. While the macro question addressed the issue of the proposed strategic workforce plan (SWP) as a coping mechanism for the impending staff exodus, I later developed supporting micro-questions that addressed various related questions such as recruitment practices, talent management, and communication within the public sector in Kenya. The micro questions helped me break down the macro question, as exemplified here:

- What can be done about recruitment practices to improve diversity?
- What can we do to improve talent management and succession planning in KNBS?
- How can we improve the way we communicate our policies to staff and within management?

I would later target the data collection at looking for answers to all these questions. Due to reflection, understanding increased among the study teams (Gioia & Chittipedi, 2001). My approach to data collection involved gathering multiple forms of qualitative data including organisational documents, focus group discussions transcripts and participant observations (Charmaz, 2010; Creswell, 2007). The open-ended discussions protocol elicited member's' experiences and documenting their experiences.

A second activity involved collecting data on the supply and demand position of KNBS as at the start of the PAR study. I emailed the participants a cover letter explaining the second phase of the study that would use the 'workforce planning worksheet' (Appendix 6). Subsequently, with the study participants gathered information on the labour force supply and demand situation in each of the directorates.

A third activity involved analysing surveys of employee satisfaction and work environment surveys to compare the findings with those of the focus group discussions. This comparison is covered in paragraph 5.3. As this was an insider research, the methodological approach was nested within 'data that was already available' within KNBS. Herr and Anderson, (2005, p. 79) posit that the action researcher can use available data that is relevant to the study.

4.5.3 -Planning the Problem Solving

According to Stringer (2007, p.134-139), planning for the problem-solving embraces implementing sustainable solutions arising from the results of the survey. The “implementing” part means more than just “implementation” of a piece of research. It includes “supporting,” “modelling,” and “linking”, giving a good idea of how complicated an implementation process can be, if a meaningful and sustainable change in an organisation is the overall goal. The difficult processes that involve people, human behaviour and organisational structures must all be carefully nurtured (Stringer, 2007).

At this stage in the PAR cycle, I identified the implementable actions to be carried out, as articulated in the action plan, as per the work program on Appendix 5. Among the participants, we appointed team leaders to spearhead certain sections of the data collection related to the workforce required to achieve the strategic objectives in the 2013-17 Strategic Plan. The participants collected the data using the Workforce Planning Worksheet that I had crafted (See Appendix 6). The workforce supply and demand data would be combined with data from the focus group discussions and other secondary data to provide findings to answer the study questions.

4.5.4 Taking Action to Solve the Problem

Taking a decision on the plan to solve the problem involved combining all the findings to make sense of them and convert them into the proposed SWP that would guide KNBS going forward.

A key component of the activities was the categorising of the qualitative data to make sense of it. Categorizing was meant to provide a clear representation of the data collected, through looking for common themes. (Stringer, 2007 p. 98-106). I achieved the categorization of the qualitative data by:

- Keeping the different stakeholders (focus groups) separate at the beginning of the data collection. Reviewing the information collected within a stakeholder group using a matrix.
- Identifying the discrete ideas in the various contributions and breaking these into smaller bits
- Unitizing the thoughts, activities, events, topics, raised in the focus groups
- Clustering the ideas into groups and giving the clusters a name (code)
- Developing a way to describe the findings.
- Selecting the notable quotes
- Comparing the findings from various sources to look for commonalities

Details of the analysis, providing snapshots of the stakeholder views is covered in Chapter 5.

Thomas (2003, p.2) recommends an ‘inductive approach’ to analysing data such as that collected from focus group discussions because:

(1) it condenses extensive and varied raw text data into a brief, summarised format;
(2) Establishes clear links between the identified research objectives and the summary findings from the raw data without the ‘*restraints imposed by structured methodologies*’ and (3) develops a model or theory of the underlying structure of experiences and processes which are evident in the raw data. Inductive approaches were intended to aid an understanding of meaning in complex data. They develop summary themes or categories from the raw data, also known as “data reduction” (Jain & Ogden, 1999; Marshall, 1999). I needed to ensure that analysing my data sets, could answer my research questions. Would I analyse each data set separately then pull them all together in a discussion? Alternatively, (2) would I analyse them all together and present them in one findings chapter? I debated on the options and selected an approach as reflected in Table 4.3, using inductive coding. Inductive coding began with close readings of text and consideration of the multiple meanings inherent in the text. I subsequently identified text segments that contained meaning units and created a label for a new category into which the text segment was assigned (Thomas, 2003). To take an example of one of the guidelines for Focus Group 3:

Q: In your opinion, how can **recruitment of staff be improved in KNBS?**

Table 4.3: Inductive Coding of Focus Group:

	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5
Truncated Answers	background checks	based on aptitude	proper advertisement	recruiting interns	internship programme
Code Assigned	due diligence	Competency	Transparency	Youth, Succession	Youth, succession

I did the same for all the participants in arriving at patterns and themes as indicated in the findings in Chapter 5.

Inductively analysed data reflects the frequently reported patterns used in qualitative data analysis, reporting ‘a model that has between three and eight main categories in the findings’ (Thomas, 2003, p.2). The inductive approach is not much distinguishable from one using ‘grounded theory’ protocols for data analysis (Charmaz, 2010), which conducts a content analysis of the participant’s response samples to explore how their perspectives are reflected in the study, using the participants ‘exact wording’. Lastly, I used multiple data sources to compare the member’s commitment to workforce planning as a change mechanism.

I explored the similarities and differences across the sub-groups (e.g. Training & Advisory group and the Retirement Benefits. (Elliott & Gillie, 1998, p. 331)

I then approached the text by making notes of my first impressions, thoughts, and initial analysis. As the process continued, labels for codes emerged that were reflective of more than one important idea. I then sorted the codes into clusters based on how different codes were related and linked. These new categories were then used to organise and group codes into meaningful clusters (Coffey & Atkinson, 1996; Patton, 2002). Ideally, the numbers of clusters were ‘between 8 and 15 to keep clusters broad enough to sort several codes’ (Morse & Field 1995; Hsieh & Shannon, 2005).

Basit (2003, p.145) posits that although coding is a crucial aspect of qualitative data analysis, it is not synonymous with analysis. She further posits that coding is not a discrete activity, but rather one that goes on throughout the stages of the research. Basit further explains that coding transforms qualitative data obtained in interviews, autobiographies, free-answer questions, projective materials, and typescripts of group meetings into a form that renders them susceptible to quantitative treatment. Coding procedures involved two operations: that of separating the qualitative material into codable units and applying of establishing systems of categories to the unitized material.

Table 4.2: The coding process in inductive analysis

Initial read through text data	Identify specific segments of information	Label the segments of information to create categories	Reduce overlap and redundancy among the categories	Create a model incorporating most important categories
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Many pages of text	Many segments of text	30-40 categories	15-20 categories	3-8 categories
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Source: Adapted from Creswell, 2002, Figure 9.4, p. 266

According to Creswell (2003), research questions should continually be re-worked and modified to align with the direction that the study is taking. I, therefore, linked each broad theme back to the study research questions. The data analysis helped me review the data all over, making connections between the various responses and linking them up with the idea of improving our workplace. I did the writing up using direct quotations from the participants (Glesne, 2006, Maxwell, 2005), which represented the telling of the story with embedded phrases, capturing the actual viewpoints of the participants. I combined the direct quotes with the reflections on what the participants said, checking both for meanings as well as the impact on the intended initiatives to the strategic workforce plan, confirming any existing assumptions while examining the participant perspectives (Parsons and Brown, 2002). All the analysed data were stored in soft in an aggregated form to ensure quick and safe retrieval as and when required.

4.5.5 Dissemination

The sharing the findings of the study were significant in enhancing the actionable trustworthiness of the study (Dick, 1999). I was able to arrive at conclusions about what interventions would be shareable both within the group and with our other colleagues in the wider KNBS. Those findings formed the basis for further observation, reflection, and planning of the next cycle. The shared information comprises the problem-solving interventions to answer the question as to what it would take to forestall the effects of the impending demographic imbalances. Nonetheless, qualitative methods such as focus group interviews yielded certain insights and understandings that are simply not obtainable through quantitative methods alone” (Popham, 1993, p. 204). Krueger (1994) asserts that “focus groups can precede quantitative procedures;” and that the “insights [gained] can then be used to develop more efficient follow-up using quantitative procedures.” (p. 29). Indeed, I utilised consultant surveys on employee satisfaction and worked environment to compare with the results of the focus group discussions, to arrive at the final conclusions. The conclusions informed the actions that are detailed in

Chapter 7, which we have already started implementing, such as the training programmes and replacement of retired staff.

4.6 Mapping PAR to Strategic Workforce Planning

It was significant for me to understand the appropriateness of PAR to study strategic workforce planning. When mapping the two processes, many similarities were observed.

PAR is cyclical, participatory, systematic, developmental and dynamic. It is cyclical in that it moves in spirals or cycles, and there could be more than one cycle going on at a time. It is participatory because it involves people changing their practices (Wadsworth, 1998). PAR is systematic enough to produce the understanding required to bring about improvements, by providing the structure for exploration of the practice. It is this mechanism that is used to gather the stakeholder's views and bring about collaboration.

Strategic workforce planning too can be regarded as an activity that must be carried out in cycles since the state of the human resource attributes, and the numbers keeps changing over time. Indeed, there could be more than one cycle of workforce planning going on at any one time. Strategic workforce planning invariably includes an element of contingency planning, if the environment changes (Harvey, 1983). This aspect of contingency resonates with PAR's cyclical moves in response to new knowledge.

Heron & Reason (1988) speak of '*research with, rather than on people.*' *People should not be treated as passive subjects but as active agents*'. Much as it is not possible for people to be involved in every aspect of research (Cronholm & Goldkuhl, 2004, p.2), in SWP, involving people is paramount, otherwise, implementation of the plan would fail.

PAR aims to bring about improvements through making changes in a real world situation but also increases new knowledge. In this study, bringing about actionable improvements to KNBS in our human resources practices was the paramount aim in addressing the research question.

The actions undertaken in this PAR study were multifunctional. For instance, the direct participation of the researchers in change discussions provided change contributions as well as data contributions. The observations made would feed into a change process. The major reason for the evolution of practice is the collaborative work of researchers and practitioners.

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4.8 Chapter Summary

This methodology chapter specified how the study followed a participatory action research (PAR) protocol to define the organisational problem, explore its context, analyse the parts and finally develop the possible strategies for its resolution, akin to the Soft Systems Methodology articulated by Checkland (1999). Krueger (1994) asserts that “benefits” can be reaped by properly applying “methodological mixes” to a research design. Further, the findings of this study and their implications appear to support Miller’s (1998) contention, which using a “soft systems” methodological approach when attempting to “understand” complex behaviours that are problem-cantered and highly contextual (i.e., the strategic workforce planning). Possible “limitations” of the research was that it involves both qualitative and quantitative methodologies and researchers are urged to conduct investigations that incorporate both approaches (Krueger, 1994), compare their findings, and report their conclusions. The evidence of trustworthiness was reliant on credibility and my mechanism to demonstrate credibility or internal consistency was to show that the textual evidence was consistent with the interpretation (Weber, 1990).

The methodology runs through a complete PAR classic cycle, dealing with the workplace improvement. The choice of PAR is justified, outlining its epistemology and ontology. Further, the process is mapped to strategic workforce planning, to show why PAR would be a good choice of method to improve the workplace collaboratively. The chapter further provides the ethical process that identified the study participants to the data collection, analysis and archiving in line with the authorised operations. The next chapter details the findings from the data analysis, showing how they contribute to answering the objective of the study as espoused in the research question/s.

Chapter Five: Data Collection and Analysis

5. Introduction

The data for this study was derived using a mixed methods approach (Creswell, 2003; Johnson & Onwuegbuzie, 2004) to give the ‘stories and outcomes’ (Anderson (eds.) *et al.*, 2015). We analysed the data collected through various statistical procedures such as frequency tables, bar graphs and line graphs, while the contents of the responses to the interview guidelines were analysed using interpretation. According to Stake (1995), direct interpretation is considered as one of the approaches for qualitative data analysis. The method involves an evaluation of respondents’ answers and making meaning from them.

The chosen methods of data collection were built on the participants' everyday experiences, making it easier for them to grasp the relevant procedures. However, it also implied that new methods of data collection could be suitable to the research situation. Despite the diversity of data collection methods in participatory research, two procedures that I applied were and focus groups and direct interviews when collecting the strategic plan workforce requirements. Riecken et al. (2005) call for an "Ethics of Voice" in participatory action research. In the said publication, "Ethics of Voice" all participants in the study were provided with an opportunity to voice their opinions and positions.

Representation of the results of participatory research cannot, however, be limited to texts. To render the findings clear and understandable to affected persons, they must be given a basis for further discussion. Further, to reach a wider audience, other forms of representation are required. During data collection (paras 5.2-5.6), use was made of visual methods in the form of charts and graphs, which showed the data at a glance. The application of such procedures in the representation stage, too, can make the research findings easier to understand.

Once it was clarified who would be involved in the research project, further decisions had to be made regarding the activities the co-researchers could participate in, and whether there would be different degrees of participation for the various groups. The most well-known model of involvement is the "ladder" proposed by Arnstein (1969). Although the method was developed concerning citizen participation, it has been severally applied in various attempts to develop a coherent type of participation in research projects (Unger, 2012).

In determining whether a project satisfies the basic criterion for classification as participatory research, the key question to ask is;

- Who controls the research in each phase of the project (see Cook, 2012; Russo et al., 2012);
- Secondly, is control exercised by the research partners?
- Do the research partners have the same rights as the professional researchers when it comes to making decisions?

From this angle, the '*ladder models that allow those on the lower rungs no control over research decisions, does little to clarify matters*'. Unless participants are involved in decisions, it is not participatory research. Further, ladder models suggest the existence of a continuum, and thereby blur basic differences (Cook, 2012). Whether the affected persons were merely interviewed, or whether they participated directly in the research decisions, meant different social policy and professional policy backgrounds and underlying philosophical positions. Criticism has been directed at the so-called "early" forms of participation, such as the briefing of professional researchers by those who are affected by the problem under study. Such a process can only be described as a joint preparatory activity that may facilitate participation in the research project at a later date. The problem with such forms of participation is that they may lead to "pseudo participation." Caspar (2006) identifies pseudo-participation in the area of development co-operation. The same is observed in many other research fields, where such "early" forms of participation are misused in to motivate the affected persons to co-operate and to disclose personal information by giving them a false impression that they have a say in the research process.

One key advantage was that both the lead researcher the participants, had first-hand knowledge of the organisation. They understood the way people think and were able to get better and faster access to the desired informants (McCartan et al., 2012) The semi- structured interviews with the focus groups allowed the participants to provide, thoughtful and personalised responses (Bryman, 1992; Mason, 2002)

The participants were selected via purposive sampling techniques (Robson, 2008).The sample was chosen based on the multifaceted and multidisciplinary nature of the professionals who are engaged in practice, policy, research McCartan (2012, p.6)

The data collection and analysis was done for each of the stages of the PAR cycle outlined in Chapter 4, namely problem identification, fact-finding & reflection, planning for problem-solving and finally taking action. The data collection and analysis was mapped to the four critical components of strategic workforce planning, beginning with the supply analysis, the demand analysis, establishing the gaps and finally closing the gaps through an action plan (Anderson, 2004). The three-stage data collection process utilised quantitative and qualitative, primary and secondary sources of data (Creswell and Clark, 2011; Tashakkori and Teddlie, 1998). The varied perspectives displayed in the data are an opportunity rather than a constraint. Yin (2011), argues that collecting and integrating data from a variety of sources provide substantial evidence to a study. Further, Becker (1970: 81-82) argues that many studies have often failed to make explicit the quasi-statistical basis for their conclusions. A similar point was emphasised by Sandelowski *et al.* (2009: 210), who argued that ‘quantizing qualitative data is necessary to facilitate pattern recognition’, as well as recognise and extract meaning from qualitative data, thus enabling the documentation of analytic moves and verification of interpretations. A significant role of this chapter is to demonstrate the cycles of action, the data sources used, as well as the challenges and test of assumptions about the evidence obtained. The literature used is also challenged and confirmed through the interpretations of the data (Anderson et al., 2015) with the analysis carried out concurrent with the data collection.

5.1 Stage one Data Collection and Analysis

The first stage data gathering and analysis dealt with the problem identification or in workforce planning parlance, the ‘Supply Analysis.’

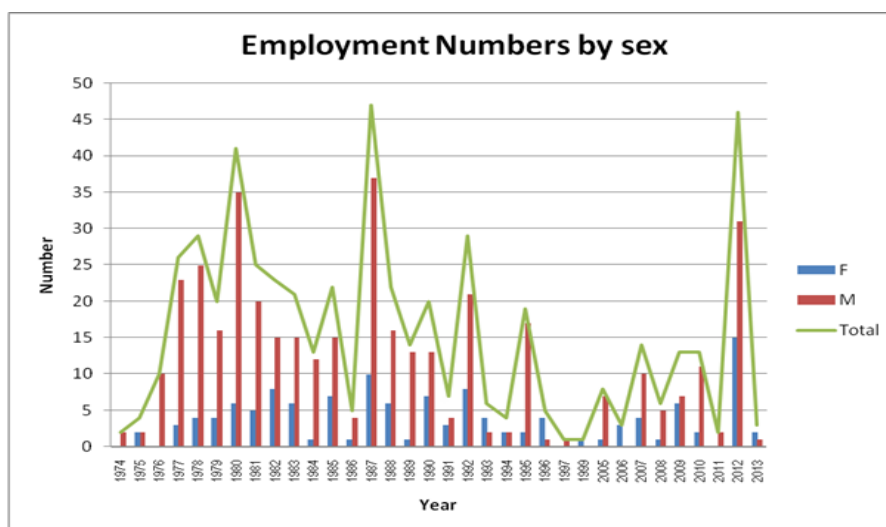
As outlined in Paragraph 4.5.1 of the study methodology, the data targeting the workforce supply was available in the human resource database, and only needed to be analysed to tease out the aspects that would explain the labour force demographics in KNBS. The data would provide the baseline data, and serve as the ‘supply’ element of the proposed SWP. The statistical members of our team were handy in analysing the raw employee data into scenarios that demonstrated various demographics at a glance. With the assistance of one statistical participant, we, therefore, analysed the organisational human resource database of 500 employees using a combination of Excel and SPSS analytical methods to arrive at the baseline positions. These were, among others, the age profile of the employees by sex; and the employment patterns by sex over the period 1974 to 2014 and the educational qualifications of the

existing employees. The analysis also gave the Directorate by Directorate impact of qualifications, age, and sex, revealing which parts of KNBS were most likely to be negatively affected by the demographic shift. One intriguing revelation from the data was the state of diversity in age, gender and profession. This demographic data was useful in demonstrating the extent of the problem of the impending demographic crisis in KNBS.

5.1.1 Employment Patterns by Gender

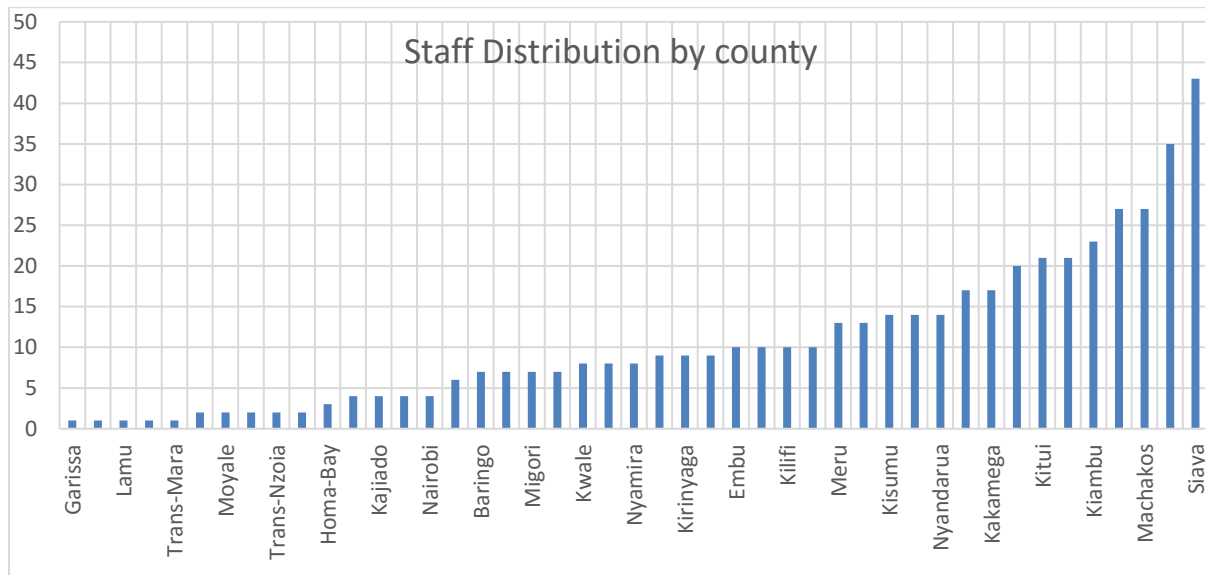
Following the Structural Adjustment Programmes (SAPs), induced retrenchments between 1990 and 1994 (Rono, 2002; Kang'ara, 1999), the levels of staffing in the KNBS have remained low with very few new recruitments done, save for sporadic hiring in 1995 and later 2012. Figure 5.1 graphically illustrates the few spikes in employment followed by extended low seasons. The graph likewise reflects low numbers of women in comparison with men as a historical factor.

Figure 5.1: KNBS Employment by Sex (1974-2013)



Source: KNBS Staff Database (2013)

Figure 5.2 KNBS Staff by County of Origin



Source: KNBS Staff Database (2013)

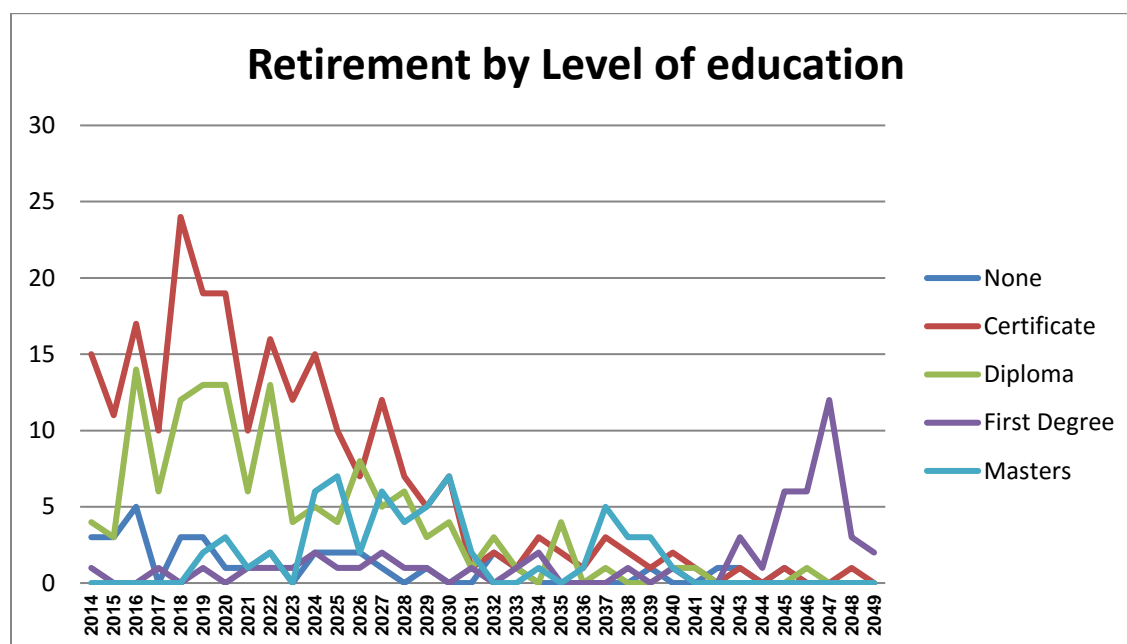
The analysis of the distribution of the staff by Counties revealed that the highest representation in the workforce was linked to the County of origin of the organisation's CEOs that had been in leadership during the time of recruitment. For instance, there had been significant recruitments from Siaya, Machakos and Kiambu Counties, coinciding with the origins of the past CEOs in the organisation. The situation lends itself to favouritism at best and nepotism at worst.

5.1.2 Highest Qualifications Attained

Figure 5.2 reflects the current qualifications of the potential retirees in KNBS. The data revealed that the bulk of the potential retirees hold form four level of education, without any recognisable professional qualifications.

Instead, as the data revealed, a significant number of the retiring employees hold certificates and diplomas as compared to undergraduate or postgraduate degrees. See Figure 5.3.

Figure 5.3: KNBS Expected Retirements by Highest level of Education (2014-2049)

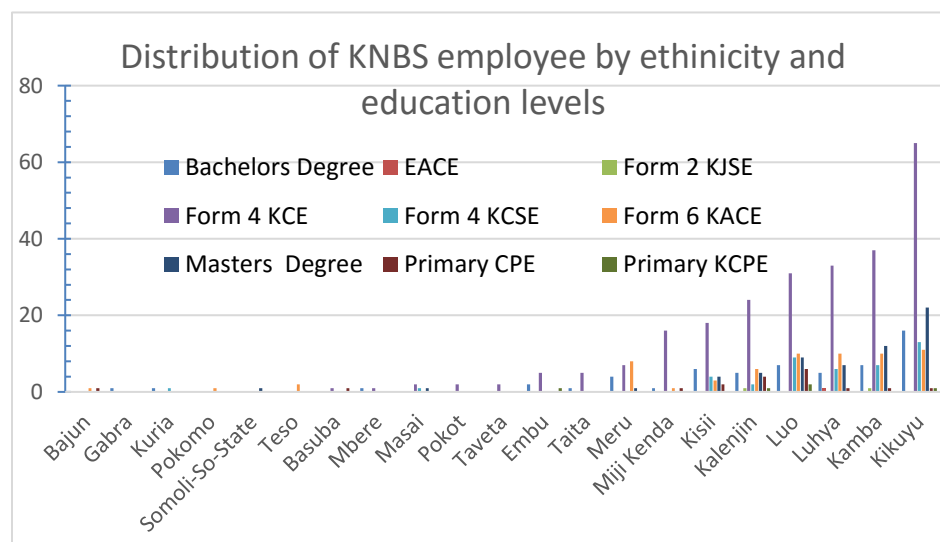


Source: KNBS Staff Database (2013)

In this instance, exits of lowly skilled staff would require replacements with more appropriately qualified statisticians, providing an opportunity for KNBS to upgrade its employee skills. The highest numbers of leavers are those with Form 4 and Form 6 level of education, mostly from the field offices under Population and Social Statistics Directorate.

When analysing the qualifications basing on ethnic origin, it turns out that

Figure 5.4: KNBS Educational Levels by Ethnicity (2013)

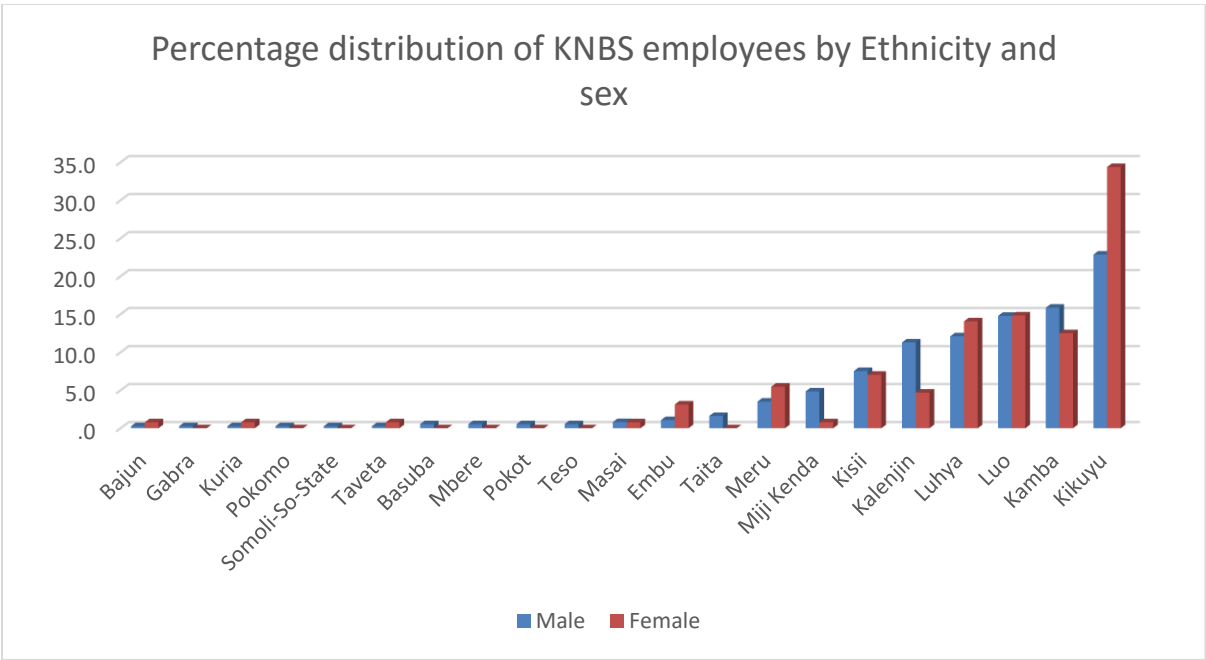


Source: KNBS Human Resource Database (2013)

5.1.3 The Ethnicity- Sex Distribution

The Ethnicity-sex distribution analysed demonstrably revealed a skewed ratio with fewer women than men within some ethnic groups. For instance, while the Luo, Kisii, and Luhya have an almost equal number of employees of each sex. The story is different with the Kalenjin and Mijikenda, where the women are highly outnumbered as shown in Figure 5.5 below, implying that the lower numbers of women have certain patterns that would need addressing in the proposed workforce plan.

Figure 5.5: KNBS Ethnicity-Sex distribution

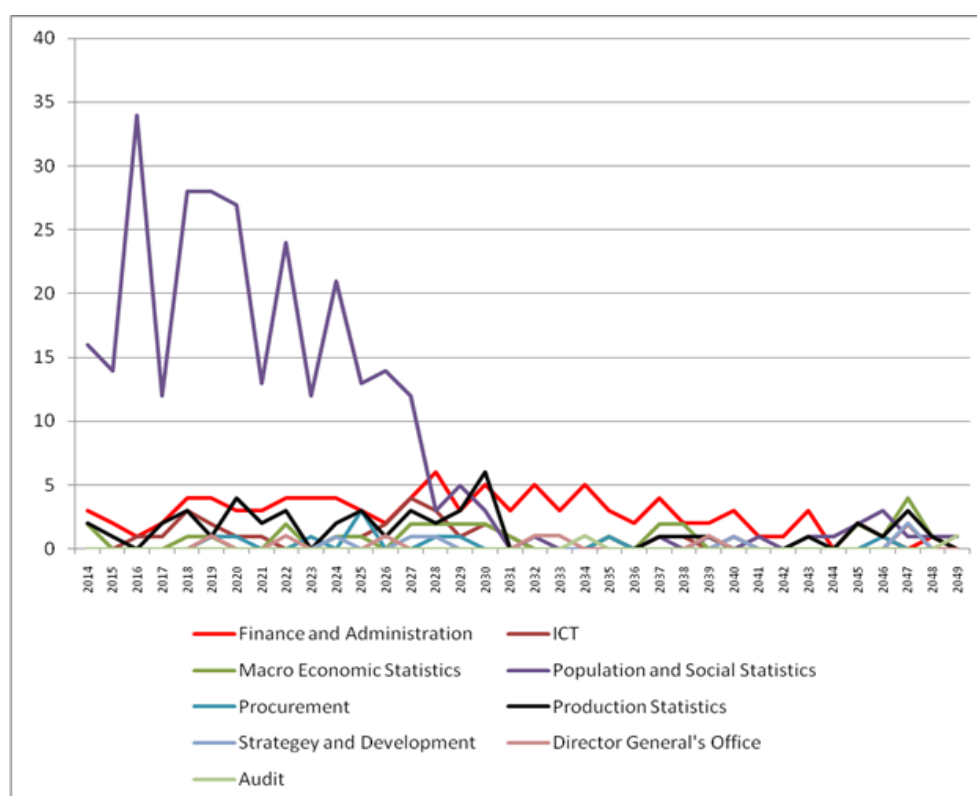


Source: KNBS HR Database (2013)

5.1.4 Retirements by Directorate

A further analysis of pending retirements by Directorate revealed that specific directorates are more affected by the impending retirements others. In Figure 5.6, it is evident that the Directorate of Population and Social Statistics is most affected, with most of the staff retiring by the year 2028.

Figure 5.6: KNBS Staff Retirements by Directorate- 2014-2049



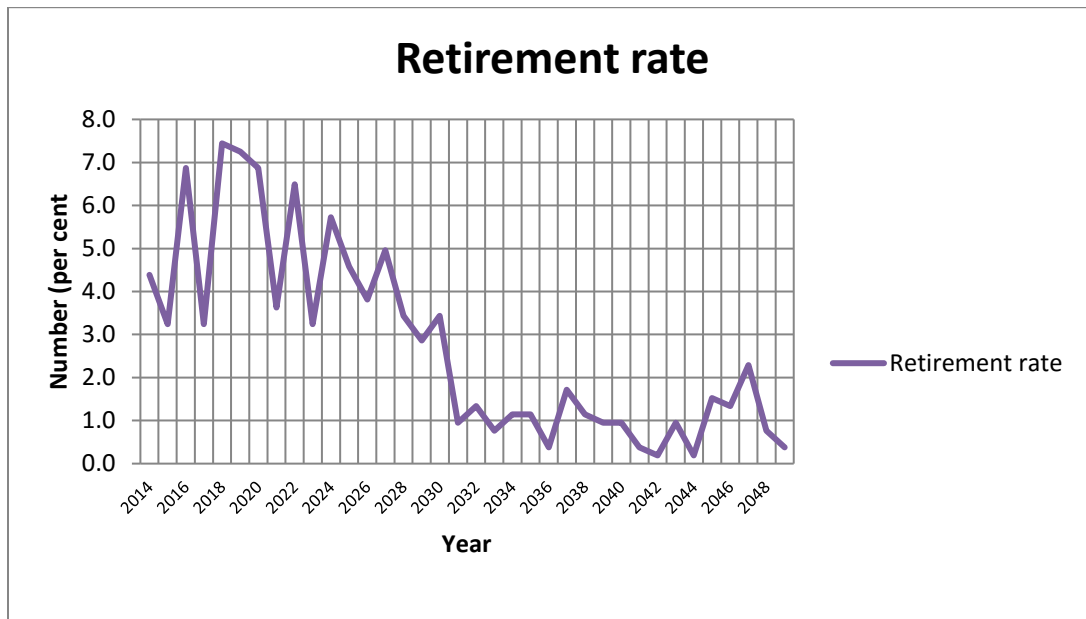
Source: KNBS Staff Database (2013)

Indeed, the numbers of retirees are as high as to affect the work negatively in the directorate from as early as 2017, yet this is the Directorate expected to spearhead the next Population and Housing census in 2019. The other directorates seem to be on a relatively even keel. Although the Directorate of Finance and Administration is affected, the departures appear to be evenly spread over the years. However, the Directorate of Finance and Administration is hardest hit by other reasons for exit other than retirement. Indeed, these other causes for exit must also be considered if we put talent management strategies into place. Assuming no staff replacements, the Directorate of Population and Social Statistics would ‘close down’ by 2031 as reflected on the graph.

5.1.5 Overall Retirement Rate

Figure 5.7 below shows the overall retirement rate that would inform the rate of replacements required to keep staff numbers at the current level. That number, however, excludes exits due to other reasons, which would also need replacements. Apparently, recruitment, staff development and retirement strategies must be embedded in a workforce plan.

Figure 5.7 Overall retirement rate 2014-2048 in percentages



Source: KNBS HR Database (2013)

5.1.6 Ethnic Diversity

A review of the ethnic diversity in KNBS revealed that there are only 21 out of the 42 Kenyan ethnic communities in the workforce. Even then, the numbers do not appear to be in line with the ethnic proportions from the last Population and Housing Census in 2009, or even in line with the average numbers in the Kenyan public service. If KNBS were to align itself with the wider public service, then the demographic imbalance might be lower than it is in Table 5.1. The strategy here would require recruitment targeted at the poorly represented ethnic communities on a continuous basis until we attain balance.

Table 5.1: KNBS Staff Distribution by Ethnic Group (2014)

No	Ethnic Group	No	Percentage (KNBS)	2009 PHC (%)	Public Service Average	Surplus/ Deficit in KNBS
1	Kikuyu	135	26.5	17.2	22.874	3.626
2	Luo	76	14.9	10.4	10.601	3.954
3	Kamba	75	14.7	10	10.946	3.754
4	Luhya	63	12.4	14	12.183	0.217
5	Kalenjin	48	9.4	12.8	12.183	-2.783
6	Kisii	38	7.5	5.7	7.055	0.445
7	Meru	20	3.9	4.3	4.046	-0.146
8	Miji Kenda	19	3.7	5	6.176	-2.476
9	Embu	8	1.6	0.8	1.888	0.288
10	Taita	6	1.2	0.7	1.458	-0.258
11	Masai	4	0.8	2	1.658	-0.858
12	Bajun	2	0.4	0.2	0.011	0.389
13	Kuria	2	0.4	0.7	0.220	0.18
14	Basuba	2	0.4	0.4	0.148	0.252
15	Mbere	2	0.4	0.4	0.287	0.113
16	Pokot	2	0.4	1.6	0.011	0.389
17	Taveta	2	0.4	0.05	0.505	-0.105
18	Teso	2	0.4	0.9	0.366	0.034
19	Gabra	1	0.2	0.23	0.144	0.056
20	Pokomo	1	0.2	0.24	0.011	0.09
21	Somali	1	0.2	6	1.857	-1.657
	Total	509	100			

Source: 2009 Kenya Population and Housing Census and KNBS Database

KNBS needs to define its staffing supply and demand to establish the gaps. The problem identification data analysis led us to the demand analysis, to enable us to establish the gaps that needed filling. Bechet, (2002, p. 262) stresses the importance of the SWP being both efficient and effective. Further, SWP can

be utilised to support diversity planning using the gaps from the planning process to bring in the required parameters, be they gender or ethnic balancing.

5.2 Stage two Data Collection and Analysis

The second stage of the data collection dealt with the fact finding and reflection on the first stage data to inform further action.

The reflecting that we engaged in, involved us, the participants reviewing the baseline data that we had obtained from the existing records, brainstorming on its implications and deciding on how to move forward best. The baseline data had significantly improved our understanding of the current demographics, and it was time to look for more data to guide problem-solving. I, therefore, embarked on collecting various viewpoints using focus groups discussions, divided into thematic areas. The teams were divided up to correspond with the main categories in the baseline data, grouped into themes to address aspects such as the qualifications and skills, talent management, succession, diversity, recruitment, retention and retirement practises. It was easier to break into groups as it would have been difficult to gather all participants together given their other work responsibilities.

The data collected would serve as the environment scanning to inform not just the strategic direction of the proposed workforce plan, but also the set of interventions that would serve as possible solutions to the identified challenges. Easterby-Smith *et al.* (2008: p.172) speak to the process of collecting and analysing qualitative data, arguing that the method chosen depends on what the researcher intends to find out. The authors posit that although not all data needs a display, a sample would usually be given for illustration that a logical path is being used to inform independent readers. Easterby-Smith *et al.* (2008: 180) further recommend that the researcher draws key features out of the data while allowing the “*richness of some of the material to remain so that it can provide evidence of the conclusions.*” The phrases picked depended on my thinking that these would influence workforce planning one way, or another, thereby letting the data speak for itself. Indeed, this portion of the data collection and analysis helped participants understand the dynamics underlying the demand for the workforce. Such dynamics include but are not limited to policies, regulatory and technological changes, which impact the workload.

Unfortunately, Focus Group 1 made of the directors and senior managers did not take off, as the new Strategic Plan (2013-17 they were to discuss remained uncompleted until a year later when the annual cycle was nearing its end.

5.2.1 Focus Groups 2

Harris & Brown, (2010) posit that semi-structured interviews such as what we had in the focus groups, start with a few open-ended questions and then proceed to probe participant responses further, encouraging them to provide more details and clarifications. The discussions focused on training and development, discipline, welfare, and diversity. The group of eight participants included:

1. the Senior Manager, Human Resource Management & Development (SMHRMD),
2. the Manager ICT (MICT),
3. the Manager, Administration (MADM),
4. the Manager, Human Resource Development (MHRD),
5. the Assistant Manager, Internal Audit (AMIA),
6. the Manager, Macro- Economic Statistics (AMES),
7. the Senior Manager, Procurement (SPROC) and,
8. The Manager, Population and Social Statistics (MPSS).

I encouraged the participants to air their views without fear of any repercussions and to feel free to each other (Walker, 1985). The questions, though not fully structured were not entirely random. In line with Stokes and Bergin (2006), there were topic guides, which provided the main areas of interest to be covered, while allowing unforeseen areas also to emerge. Apart from the general discussion, each participant was further provided with a chance to confirm their responses in writing, on email, which I later used as the transcribed notes. The salient findings from this focus group are summarised hereunder.

One question asked across the focus groups was to define career success. Responses from the group varied, with the bulk revealing that they considered career success to comprise of both happiness and recognition:

‘Career success is not about the amount of money in possession but about happiness and satisfaction derived from what you do for a career and recognised as such by others. It is when you enjoy what you are doing and make a living out of it’ (AMIA)

Participants cited *'promotion to one's full capability', 'having supportive colleagues' and 'being rewarded and compensated well'* as key contributors to career success. 'Life success' was seen primarily regarding *'financial wealth and personal security,'* while others saw it as the *'acquisition of material possessions.'* To many of the group participants, success in life meant *'being able to spend freely and enjoy the good things of life'* while others considered *'recognition by society, spiritual peace, giving back to society and a happy family'* as being essential ingredients of life success.

Participants argued that 'Career and Life Success' influence each other as the group members agreed that the two are *'interrelated such that one influences the other (SOIT).'* The majority of the participants believe that *'it is possible to have a positive work-life balance.'* They explained this to occur when *'Professional career goals and personal priorities would each take precedence at different times'* (MHRD). However, finding the right approach to integrating career and life demanded critical analysis as *'the needs of the employer sometimes clashed with what is important and significant for employers'* (SMHRMD). Participants argued that KNBS should help its employees navigate both their professional and personal lives, leading to strong employee engagement and retention of high performers.

Participants tended to believe that they can "have it all" when it comes to a successful career and a full life outside work. This Work-life balance was felt to be so important that some employees would easily opt to turn down a job offer because of its potential impact.

Participants were quite open on where would like to see their careers in the next two years:

'I would like to be the Head of Internal Audit in an organisation in the next two years.' (AMIA)

'I would like to be a Director' (SMHRMD)

'I would like to be a Senior Manager' (MHRD)

All the participants openly expressed their desire to grow within the organisation. As to where they want to be after KNBS, they responded in varied ways:

'Ultimately, I would like to have a practising licence and run my audit firm, create employment and be more relevant and felt in the country' (AMIA).

On asking what they intended to do in the next ten years, the participants gave answers that reflected that they did not wish to be in KNBS then. The members cited various positions such as *‘Consultant’, ‘Professor/ Lecturer’, ‘Governor/Member of Parliament’, ‘Pastor/Preacher.’*

The responses exhibited a worrying trend, given that some of the participants would not be eligible for retirement in the ensuing ten years. Not surprisingly, one of the respondents left the organisation a month after giving the above response. Another group participant also left to join the County government of Nairobi later in September 2014.

The focus group members were challenged to indicate what could encourage qualified people of each gender in KNBS to seek advancement at the workplace. The participants provided many options that pointed towards KNBS formulating a robust organisation structure that would include definite career growth guidelines.

‘Better/improved/unique benefits at different levels’ (MHRD), *‘Unbiased career progression’*(MICT), *‘Flexibility in working conditions to consider family issues to encourage even women with husbands and children to consider it a thought to seeking advancement’* AMIA). *‘Career guidance’* (MHRD), *‘Time management’* (MHRM), *‘Mentoring & Coaching’* (SMHRMD) and *‘Financial planning’* (SMPSS)

When asked about what could be done to encourage more women and people living with a disability at KNBS to seek advancement within their departments regarding policies, there were varied suggestions.

‘Involving women and the handicapped in the formulation of workplace policies’ (SMHRD), *‘providing for the women and the disabled in career progression policies’*(AMIA), *‘giving them opportunities and recognising them in the KNBS’s activities regardless of their status and condition’*(MHRD).

Others participants opined that:

‘KNBS needs to implement real and transparent talent management practices that guard against unconscious bias’ (AMES) and *‘denying young women access to critical developmental opportunities, would result in KNBS failing to recognise and develop top talent’* (AMIA). *‘Giving them increasingly complex assignments to help them grow professionally’* (MHRM), *‘affirmative action in aspects with imbalances’* (MICT) and *‘providing gender and disability friendly workplaces’* (MADM).

It was interesting to hear about the practices can be removed or added to encourage advancement of women in the workplace:

‘Adding methods that allow flexibility for nursing mothers’ (AMIA). ‘Developing, implementing and instituting appropriate policies, taking action on harassers,’ (SMHRD). ‘Rigorously matching high-potential employees with the primary roles using competency models’ (MHRD), ‘Providing all talent managers in KNBS with education about unconscious bias and making performance evaluations more confident and open’ (MHRM)’

Participants gave their views on the positive aspects that make KNBS a great place to work in: *‘The remuneration and benefits are favourable’ (SPROC); ‘the working conditions are right, and there is an opportunity to grow, being a young organisation’ (AMES).*

‘Other useful benefits such as the schemes – Medical, Group Personal Accident policy, pension among others, training opportunities and sponsorships, opportunities to tour the whole country and even outside, such as when conducting surveys/census’ (MPSS).

As for what is appealing to them in their current position at KNBS, they opined: *‘The fact that I get the opportunity to contribute to the general objectives of the organisation makes my position currently appealing. Nonetheless, this can only last for a while because within an organisation there must be growth’ (AMIA).*

It was interesting to find out if there had been any gender or age related tensions in KNBS: *‘Yes, especially in Director positions where only one Director is female and the other five male. Also in the senior management positions, female employees have minimal representation’ (SMHRMD).*

Another observation was that younger people would often be looked down upon as *‘not being serious with life’ (AMIA)*, thus amounting to age-related tension.

Additionally, this focus group had the responsibility of finding ways in which all generations, ethnic groups or professionals would work in harmony, to which they responded:

‘Creating awareness among the total workforce on intergenerational needs’ (MADM)

‘Clear roles and responsibilities’ (MICT).

'Teamwork' (MHRD)

Participants then gave some of the challenges that made KNBS a challenging place to work, even when they love their jobs: *'The nature of work that the KNBS does requires a unique approach to doing things'* (SPROC).

In response to the concern to raise flexible careers in line with emerging legislation, the members contributed by looking at some new laws such as the Constitution of Kenya (2010) that had placed many demands on the employers. Some critical observations on what KNBS needed to put in place:

'.... all workers will need to adjust the time they spend doing paid and unpaid work at various stages of their lives' (MHRM)

Some of the different flexible work practices that are in the new laws that include: *'Annual, Maternity, and Paternal Leave having daily flex-time, being allowed to take time off during the workday to address family matters'* (SMHRMD).

'Being able to take a few days off to care for a sick child or another family member without losing pay' (AMIA).

Some participants also articulated obstacles that they have experienced in seeking advancement in their current position while attributing particular reasons to them (gender, ethnic group, and Directorate).

'Unconscious bias, when young women are consistently underestimated and overlooked, right from the outset of their careers, causes them to lower their career expectations, at a cost to both their advancement and to the success of their organisations' (AMIA).

The three female participants in the group variously argued that women in the early years of their careers have fewer opportunities to *job assignments outside their regular jobs*, gain line management experience, or access professional development training. Lack of trust in their leadership abilities serves to deflate the self-confidence and career advancement expectations of women in the 23 - 35 age range. Although many female participants identified 'Marriage' as a hindrance to career advancement, surprisingly, married men and especially those who have children said they advanced more than single men. In contrast, married women (all three), and especially because they all have kids, had sometimes decided to take on less demanding jobs to successfully combine employment with their household

responsibilities. Single women, it was observed, who have more time and energy for demanding jobs, had attained greater career advancement than married women or those with children.

The group noted that upward mobility within the organisations was challenging for individuals with family commitments. Equally, mobility became difficult when career decisions took family circumstances into account. A significant observation is that KNBS has plenty of field work and with a young baby; women can fail to travel, negatively impacting their advancement.

The last discussion centred on how KNBS would align the workforce to its Strategic objectives, to which the response was telling:

‘By clearly cascading the strategic objectives to individuals based on what each does and having set individual targets aligned to the strategic objectives (MICT).’

5.2.2 Focus Group 3:

This group focused on Recruitment, Retirement, Succession and Work-life balance. Easterby-Smith et al., (2008: 151) opines that focus interviews should be carried out in non-threatening venues so that participants can feel relaxed to air their views as some may be shy to speak publicly. However, since the participants in the focus group already knew one another, the discussions were unhindered. The focus group had the following members with me, also a member, as the facilitator:

1. The Senior Manager Production Statistics (SMPS),
2. The Senior Manager Human Resource Management and Development (SMHRMD),
3. The Senior Officer Production Statistics (SOPS),
4. The Legal Manager (LM),
5. The Manager, ICT (MICT),
6. The Manager Human Resource Management (MHRM and
7. One Board Member (BM).

In response to how to improve recruitment practices in KNBS, members of the focus group 3 opined:

‘Ensure regional balance’ (SOPS), ‘promote staff internally’ (LM), ‘transfer staff internally through rotation just like that of subordinate staff’ (MICT), and ‘let there not be directorates reserved for particular tribes’ (SMPS).

On being asked what their idea of career success is, many participants opined that it involved *‘opportunity, facilities and support to achieve the full potential of one’s training/profession’ (MHRM).* Further, it was felt that employees should perform duties that fell within their job descriptions if the career were to be considered successful. Participants felt that the definition of ‘life success’ entailed a successful career, social life, successful marriage and upbringing of children as well as economic and spiritual success. On delving further whether life success and career success were related:

‘.....career success is one aspect of life success. For one to succeed in their career, they must have a successful life’ (BM).

The focus group 3 described the role of the Retirement Benefits Scheme as an essential strategy for staff retention. Discussions centred on the 20% employer contribution that KNBS has been making to the Retirement Benefits Scheme on behalf of the employees over and above their 10% contributions since 2011. A common perception was that these savings would ensure security in old age, and most employees saw this as a positive element that kept them at KNBS, even when some retirees would only have been members for only three years.

On trying to find out if the participants knew the difference between the KNBS, Retirement Benefits Scheme and the Civil Service pension, there were mixed definitions although they all agreed that the civil service pension scheme has no contributions. Respondents criticised the unfunded plan saying: *‘If the government fails to raise enough money, it may extend retirement age like they did from 55 to 60 years ‘in 2009’ (MICT).*

This statement seemed to exemplify the insecurity that retirees felt when it came to knowing if settling of their pension dues would occur at a time when they retired. Upon raising the question of what would improve job security at KNBS, they opined: *‘Increasing benefits to the employees such as car loans and mortgages, while also involving all staff in official activities impartially would improve job security’ (SMHRMD).*

One member critically observed that there had been instances where staff felt demoralised when they were left out of certain activities, making them feel discriminated. Words were expressed in the local language thus '*KNBS iko na wenyewe (LM)*,' a Kiswahili phrase interpreted as '*Particular sections of the organisation own KNBS.*' This statement refers to the unfair allocation of duties especially those that involve financial benefits over and above the regular salary.

Participants were to indicate the ways in which KNBS could demonstrate that it values its employees to which they responded; '*recognising accomplishments*' (MHRM), '*consulting them on issues that touch on them*' (SMPS) and '*being fair when making decisions in assigning responsibilities*' (LM). Improving salaries and distributing activities with financial rewards fairly were also highly rated.

Questions on work-life balance elicited mixed responses with some participants feeling that not working on weekends was a good thing yet some did not mind if there would be a financial reward for it. The members described 'Positive communication' as one '*that flows both from the employer and the employee*' (MHRM). Participants felt that this positive flow ensured that workplace issues were resolved fast and without prejudice, '*if issues raised take years for a resolution to occur, or the process is unfair, employees will see no need of raising any concerns or communicating with management*' (MICT).

On ways of encouraging employee feedback, they opined that quick resolution of issues raised was likely to encourage feedback.

Surprisingly, participants agreed that having a mandatory retirement age gave room for younger people to join the workforce and as such, was not negative.

'It gives employees time to plan their retirement as they are aware that at a certain age, they must retire' (SOPS).

Analysis of Focus Groups 2 &3 Data

Qualitative data analysis is a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns (Knafl & Howard, 1984). A process of familiarisation with the data, followed by reflection and conceptualization was used to arrive at a coding process, giving the catalogues arranged according to thematic concepts. The participants' comments were subsequently analysed using Excel spreadsheets to get the codes to obtain the common themes. I wrote memos throughout the process (Charmaz, 2010) to document

patterns, themes, and contradictions that emerged from participants' responses. I applied the same process to the transcripts to further explore the participants' reasons for the selected positions, and related responses. Finally, I reviewed my observation notes from group discussions, to further corroborate emerging themes and to align the two sets of data.

Ultimately, different research purposes call for varied research designs and analysis techniques (Knafl & Howard, 1984). Qualitative data analysis is so diverse and complex and depends on upon some variables, particularly the identified methodological approach, so there is no 'one size fits all.' Text data was in print, and electronic forms, obtained from open-ended, semi-structured interview guidelines for focus groups and print media such as articles, and manuals (Kondracki & Wellman, 2002).

The snapshots of the participant responses in paragraphs 5.2.1 and 5.2.2 arose from a thorough review of all the transcripts carefully, highlighting all text that appeared to describe an SWP related response. All highlighted text was coded using the predetermined categories possible. Text that could not be coded into one of these categories was coded with another label that captured the essence of the emotion. After coding, I examined the data for each category to determine whether subcategories were needed for a category (Hsieh & Shannon, 2005).

The sequence used in Thomas (2003) to describe key information about a category is an effective style of reporting qualitative findings. It consists of:

- A label for the category
- The authors' description of the meaning of the category
- A quotation from the raw text to elaborate the significance of the category and to show the type of text coded into the category.

In qualitative research, codes are typically words or devices for identifying themes. A coding scheme is a translation device 'that organises data into categories' (Poole & Folger, 1981). The basic coding process in the data analysis involved organising large amounts of text into much fewer categories (Weber, 1990). Categories are patterns or themes that are either directly expressed in the text or are derivable from them through analysis.

'Codes are the building blocks for theory or model building and the foundation on which the analyst's arguments rest. Implicitly or explicitly, they embody the assumptions underlying the analysis' (MacQueen et al. (1998: 31).

The style in Thomas (2003) helps in reporting the most relevant categories that comprise the main findings from an inductive analysis (Thomas, 2003, p.7-8). An extract of the coded data relating to three categories (Codes) is in Table 5.2).

Table 5.2 Analysis of Coded Focus Group Data

Category/Code	Number of Comments from Participants	Notable Quotes
Recruitment (Improvements)	8	<ul style="list-style-type: none"> • Ensure regional balance, promote staff internally, transfer staff internally • <i>job adverts are clear regarding requirements</i> • <i>Encourage diversity; Linkage with institutions/universities</i> • recruiting interns that would give us the opportunity to evaluate potential candidates • By proper advertisement both in media and county offices • developing a recruitment and promotion policy;

		<ul style="list-style-type: none"> • by doing a more thorough reference or background check • an internship programme • employing the best, based on aptitude, general knowledge
<p>Workforce environment</p> <p>(What is it?)</p>	7	<ul style="list-style-type: none"> • sub-set of our wider global environment • The legislation, i.e., labour laws, health and Safety Laws, Statistics Act, • Internal – Employees, Board of Directors • External- Government • factors such as legislation, physical environment, organisational culture, competing interests, leadership • Physical infrastructure such as computers and office space. It also includes the office staff and people • Employees, Management, Board, Infrastructure such as offices and equipment • the quality of air, noise level, and additional

		perks and benefits of employment
Career Success (Definition)	6	<ul style="list-style-type: none"> • Attainment of the provisions that I need • recognition from peers, friends, and colleagues • remuneration and benefits related to career • able to utilise the acquired skills, knowledge and experience to prosper and grow individual • the accomplishment of values and goals • Enjoying what I do, others appreciating what I do and being compensated well

The goal of the analysis was “to provide knowledge and understanding of the phenomenon under study” (Downe-Wamboldt, 1992, p. 314), in our case, the need for workforce planning. In carrying out the data analysis, data were read carefully, to derive codes (Miles & Huberman, 1994; Morgan, 1993; Morse & Field, 1995), first by highlighting the exact words from the text that appeared to capture key thoughts or concepts. Inductive coding started with readings of participants’ texts and reviewing of the multiple meanings that were inherent therein. I then identified the text segments with meaning units and created a label for a new category where the text fitted (Thomas, 2003). From the data analysis, I was able to draw up the implications of the findings on the research question by coding, which is a data reduction method.

Categorising of the data was through inductive coding (Thomas, 2003) I derived the ‘general’ categories from the research aims. I then got the ‘specific’ categories from multiple readings of the raw data, creating categories from meaning units or actual phrases used in specific text segments. Some sectors of the data were coded into more than one category, while a considerable amount of the text was not assigned to any category, as much of the text was not relevant to the research objectives, I selected appropriate quotes that conveyed the core theme or essence of a category (Thomas, 2003). The inductive approach is not different from qualitative content analysis, which helps to interpret the meaning of text data through a process of coding and identifying patterns and themes (Zang & Wildemuth, 2009). Since the purpose of the study was SWP, I decided to determine the relationship between ‘categories and subcategories further based on their concurrence, antecedents, or consequences’ (Morse & Field, 1995).

The analysis of the data made me arrive at conclusions that would be used to make recommendations on the proposed SWP. The data revealed significant information on either side of the workforce equation. Patterns derived from the data, for instance, showed that recruitment in KNBS could be improved through greater transparency in the way the recruits are identified. There was also a theme in bringing in ‘interns’, to mean younger people to understudy the ageing employees and improve knowledge transfer.

Communication was identified as a key driver of employee satisfaction, as it enables the linkages of the various ranks within the organisation while ensuring participation in decisions on issues that affect the employees.

Counting was used to identify patterns in the data and to contextualise the codes (Morgan, 1993). It allows for interpretation of the context associated with the utilisation of the word or phrase.

The data gathered was expected to generate credible results. Both reliability and relevance to the identified problem to inform the strategic direction to be followed by KNBS in planning for its workforce, bringing back the research question:

'What would it take to improve our practices to forestall the effects of the impending demographic crisis, against a backdrop of conflicting government pronouncements regarding further retrenchment of public officers?

The main attraction in PAR is to have data complement one another, overcoming weaknesses in using one method only. Methodological artefacts prevent claims of confirmation of findings. The methods are therefore at best complementary (Harris & Brown, 2010). The following data from secondary data within KNBS was compared to the conclusions of the Focus group discussions.

5.2.3 Employee Satisfaction Survey-2014

As indicated in Chapter 4, the different stages of a PAR cycles do not always move in a linear style. KNBS had engaged a consultant to carry out employee satisfaction and work environment surveys in early 2014. We the study participants had also given our input in these surveys in our capacity as members of staff. We, therefore, embraced the findings to support the initiatives in the proposed workforce plan. The results of the two surveys were therefore taken on board as reflected in Tables 5.3 and 5.6 below:

Maxwell (2008) argues that formative studies can be conducted to help improve existing practices rather than merely determining outcomes. The analysis of the data collected to support SWP proved just how deeply the participants felt empowered to be involved in this change provoking study (Tolman and Brydon –Miller, 2001; Whyte, 1991).

Participatory action research emphasises the researcher's adoption of active collaboration with the study participants (Yin, 2011). Secondary data was therefore derived from workplace surveys, providing an alternative source of data that would increase the credibility of comments given in the focus group discussions.

In the Employee Satisfaction Survey, statements relating to employee satisfaction were analysed to establish the level of satisfaction, and this evidence was cross-checked with the focus group interviews so as to build an improved picture of staff satisfaction. The survey had revealed that promotions, pay benefits, reward and staff welfare, had the lowest scores, whereas appropriate culture and medical care were well rated. However, it was interesting to note that County staff were somewhat 'more satisfied than the headquarters staff'.

Related to this premise, Gall, Borg, and Gall (1996) assert that the process of using data from various sources helps to eliminate biases that might result from relying exclusively on any one data-collection method, source, analyst, or theory" (p. 574). Further, they suggested that it is possible to achieve variety

by following “the process of using multiple data-collection methods, data sources, or theories to check the validity of case study findings” (p. 574)

Incidentally, some of the participants’ focus group interview responses in this study were different from their questionnaire answers in the Consultancy surveys. Within the focus groups, participant’s dialogue influenced what they said, as opposed to the questionnaires, where they were answering alone. I will isolate these differences later in the recommendations given and also discuss their implications further in Chapter 6.

Table 5.3: KNBS-2014 Employee Satisfaction Indices

Parameter	Head Office Index (%)	County Offices Index (%)	Overall index (%)
Management And Leadership	58.2	67.7	63.0
Appropriateness Of Corporate Culture	75.2	81.0	78.1
Job Satisfaction	62.1	72.9	67.5
Co-Worker Interaction And Teamwork	68.2	77.2	72.7
Empowerment, Training And Development	64.9	57.6	61.3
Pay And Benefits	53.3	60.1	56.6
Reward System	54.9	62.3	58.6
Promotion	43.8	49.3	46.6
Medical Care	85.7	90.3	88.0
Employee Involvement In Decision Making	57.1	64.1	60.6
Staff Welfare	53.0	60.3	56.7
Recruitment	59.3	61.1	60.2
Average index for Head office and Counties	61.3	67.0	64.2
Overall Employee Satisfaction Index	64.2		

Source: KNBS Employee Satisfaction Survey- June 2014

The following suggestions were provided as possible solutions to the low employee satisfaction going forward. We embraced these as being relevant to workforce planning.

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- 1) Involvement in decision making: KNBS should encourage employee inputs when making decisions that may have a direct impact on them. Feedback mechanisms require enhancement, and timelines need to be set for the provision of the said feedback.

These issues were also discussed in the focus groups under Group 2 and 3, where participants indicated that *'the opportunity to contribute to the general objectives of the organisation makes my position currently appealing'* (AMIA), and another said *'consulting them on issues that touch on them'* (SMPS) would be a positive way to improve employee satisfaction.

- 2) Reward system: According to the survey, KNBS should take measures to improve on its reward systems so as to encourage employee's individual initiatives and innovation. Recognition must be given to excellent performers. The same recommendation arose from the focus groups, where many participants opined that *'being rewarded and compensated well is a key'* contributor to career success. However, some also argued that their remuneration is already excellent, and that is why they like working for KNBS: *'The remuneration and benefits are favourable'* (SPROC);

- 3) Pay and benefits: The consultant recommended that KNBS carry out a job analysis and a salary survey with comparable organisations to see if their pay can be benchmarked. Similarly, the job analysis will help design an appropriate compensation package for the different responsibility levels. From the focus groups, participants alluded to *'Better/improved/unique benefits at different levels'* (MHRD), *'Increasing benefits to the employees such as car loans and mortgages, while also involving all staff in official activities impartially would improve job security'* (SMHRMD).

- 4) On empowerment, training and development: KNBS should carry out training needs assessment and allocate a generous budget for training. In Focus group 3, the participants asked for: *'opportunity, facilities and support to achieve the full potential of one's training/profession'* (MHRM). As this is a measure of staff performance; it is also part of continuous professional development for the staff. The participants further opined that *'one needs to progress in his/her career through the career progression scheme put in place by an organisation'* (AMIA)

- 5) Promotions: KNBS should give priority to internal staff when filling vacancies; that will ensure not only staff retention but also provide career progression for the employees. From the focus groups, there was a suggestion to: *'promote staff internally'* (LM). Further, due process should be followed; assuring all that progression at the workplace is not only permitted but is also unhindered.

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- 6) **Recruitments:** It is commendable that most KNBS staff bear qualifications for their respective jobs. However, KNBS should strictly follow the recruitment procedures as stipulated in the HR manual to avoid any forms of favouritism: From group 3; '*Ensure regional balance*' (SOPS). Recruitment should also be gender-sensitive to guarantee a gender-balanced workforce.
- 7) **Job satisfaction:** KNBS should improve on its staff development and retention strategies so as to keep the best brains and avoid being a training ground for other organisations.

The consultants' concluded as follows:

'The overall rate of staff satisfaction of 64.2%, which, though satisfactory, implies that there, is room for improvement. KNBS should target boosting the level of satisfaction to well over 70%; that would sit pretty comparable to that of excellent organisations surveyed elsewhere in Kenya'. (Millennium Management Consultants, 2014).

Questionnaire and interview data are frequently reported together. However, studies seldom examine the level of similarity between people's questionnaire and interview responses to determine if data sets are comparable (Ryan & Benard, 2000; Harris & Brown, 2010). An analysis of the employee satisfaction survey results and the focus group discussions revealed a high level of congruence of opinions, despite the fact that they were carried out at different times, using various methods.

5.2.4 Work Environment Survey

High-performance facilities are needed to attract and retain talented, motivated employees. Innovative workplaces may be achievable through developing a holistic, integrated approach to development which balances between business strategies and occupant performance with short- and long-term costs (Schriefer, 2005)

Likewise, a survey of the KNBS work environment revealed some dissatisfaction with the current work environment. The recommendations of this study are important in trying to find a solution to improving retentions. To the young workers, in particular, the workplace needs to be healthy, safe and attractive. We, therefore, adopted the findings of the Work Environment Survey as indicated in Table 5.4

Table 5.4: Work Environment Survey-2014

Parameter	Head Office Index (%)	County Index (%)	Overall index (%)
Office ergonomics	47.5	49.3	48.4
Occupational health	61.6	70.4	66.0
Occupational safety	63.7	59.4	61.5
Sanitation/ hygiene standards	59.8	58.2	59.0
Conduciveness of work environment	54.6	66.8	60.7
Job security	66.5	75.2	70.9
Disability friendliness	46.2	55.7	51.0
Pollution	60.3	62.2	61.2
Working tools and equipment	59.8	63.5	61.6
Transport	70.7	65.4	68.1
Gender sensitivity	61.0	65.7	63.3
Average index for Head office and Counties	62.9	59.2	61.1
Overall Work Environment Index	61.1		

Source: KNBS Employee Satisfaction Survey 2014

The recommendations from M/s Millennium Management Consultants touched on aspects considered crucial in promoting a workplace in which talent is nurtured in a favourable environment, which resonated with the comments collected during the focus group discussions. In particular, four areas were highlighted for intervention:

- 1) Office ergonomics: The issue of congested offices has been a persistent challenge at KNBS as noted in the 2014 survey. KNBS should, therefore, move to decongest the headquarters offices.
- 2) Disability friendliness: KNBS should be disability mainstreamed by conducting a disability mainstreaming survey to understand the gaps that exist in its structures so as to enable it to

accommodate people with disability. *Involving women and the disabled in the formulation of workplace policies*’ (SMHRD),

3) Occupational safety: KNBS should guarantee the safety of staff and their personal effects.

Robust measures should be in place to eliminate cases of theft in the offices. County offices should be equipped with first aid kits that help in times of emergency while also taking staff, especially in the county offices for refresher training on safety matters. *‘Physical infrastructure such as computers and office space. ‘Providing gender and disability friendly workplaces’* (MADM) (featured in the focus groups as matters of key interest in the work environment).

4) Workplace orientation: County offices felt that their new staffs were not adequately inducted. KNBS should, therefore, induct staff as stipulated in the HR policy to help integrate faster new employees into the system. The overall comment was:

The highly structured questionnaire method (survey) and the open-ended semi-structured interview (focus groups) provided a reasonable level of evidence of consistency or consensus between the methods, implying that qualitative data may be used to support quantitative data. (Harris & Brown, 2010). Kendall, 2008, also posits that qualitative data should not be used to illustrate quantitative results without first being analysed on their own, using techniques appropriate for each type of data.

Kendall (2008) however argues that qualitative results in mixed research be frequently glossed over, with data forced into preconceived questionnaire categories, hiding or worsening flaws in the original quantitative instrument. He further argues that interview data may carry different messages from the questionnaire data. Ultimately, just like I did, results should be compared to see if there are any common messages between the various sets of evidence. On reflection, the recommendation from the consultant resonated with what we thought about KNBS:

‘Although the Bureau is commended for the intervention they took to improve its working environment that had steeply declined from 78.40% in 2012 to 60.1% in 2013 and is now picking the upward trend, it was noted that the overall rating of the work environment was at 61.1%. While satisfactory, it implies that there is room for improvement and KNBS should target the over 70% mark that would favourably compare with other excellent organisations in the public service’ (Millennium Management Consultants, 2014).

Harris & Brown, 2010) recommend the following if different sets of data are used:

- ✓ Interview prompts in the various guidelines be structured similarly
- ✓ Data collection be separated by only a short period
- ✓ The object of interest be presented in a highly concrete way
- ✓ Anchoring participant responses to a common context

5.3 Stage Three Data Collection and Analysis

The third stage of the data collection and analysis of this study engaged all the participants visiting the six directorates of KNBS, in filling out Workforce Planning Worksheets, a sample of which is shown in Table 5.2 below. The worksheets provided the demand side of the workforce, indicating the alignment of the strategic objectives to specific workforce requirements from the various directorates.

5.3.1 Strategic plan changes and workforce needs

This data was collected from each directorate and involved the participants visiting the respective directorates, departments and sections to obtain the anticipated changes and corresponding workforce implications of the Strategic Plan 2013-17. An example from the Directorate of Population and Social Statistics, Population and Health division is in Table 5.5 below:

Table 5.5: Workforce Planning Worksheet for Population and Health Division

Stage 1 Identify the general scope and shape of the proposed business change	Identify here: <ul style="list-style-type: none">• The proposed change<ul style="list-style-type: none">✓ Preparations for the 2019 Census• The current services to be affected by the change<ul style="list-style-type: none">✓ Provision of indicators for use in development planning at county and national level• The proposed timescales<ul style="list-style-type: none">✓ The preparation activities for the 2019 census should be implemented by August 2018
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<p>Stage 2</p> <p>Identify the resources to be affected excluding staff</p>	<p>Identify here:</p> <ul style="list-style-type: none"> • Buildings and other physical resources <ul style="list-style-type: none"> ✓ Adequate office space will be required ✓ New and varied effective equipment will be required • Financial resources <ul style="list-style-type: none"> ✓ Enough funds will be necessary for the implementation of the activities • Transfers <ul style="list-style-type: none"> ✓ Transfer of officers from other directorates/divisions will have a demographic effect to the division in charge of census undertaking
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<p>Stage 3</p> <p>Identify staffing implications of the change</p>	<p>Identify here</p> <ul style="list-style-type: none"> • Increase/decrease of staff <ul style="list-style-type: none"> ✓ Staff level in the divisions in charge of the census will increase ✓ New duties will require that the staffing level variations in the division preferably to the as shown below <ul style="list-style-type: none"> a. Senior Manager----1 b. Manager ---- 2 c. Assistant Manager – 4 d. Senior Officers -----4 e. More cartographers would also be required/recruited • Transfer of staff
--	---

	<ul style="list-style-type: none"> ✓ Transfer of officers with background on demography and cartography from other directorates/divisions to the division in charge of census undertaking • Changes to skills mix <ul style="list-style-type: none"> ✓ Training on various skills required for census undertaking ✓ Recruitment of more staff with required skills for implementation of a census • Changes in qualifications required <ul style="list-style-type: none"> ✓ Most of the staff should be trained afresh- demographers/cartographers ✓ Staff should also be trained in communication skills • Changes to working practices <ul style="list-style-type: none"> ✓ The officers will be able to undertake in-depth analysis of the census data and also effectively communicate the findings to policy makers to enhance proper use of the data • Current staff shortages <ul style="list-style-type: none"> ✓ Currently, the division has no manager ✓ Fewer number of other cadres than is required
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Data collected from all the six directorates of KNBS was then matched with the workforce priorities during the next five years, as derived from the strategic plan implementation schedule (KNBS Strategic Plan 2013-17). A summary of the completed workforce planning worksheets in which the various offices have provided their requirements is in Appendix 6.

5.3.2 Determining the Required Numbers and Competencies

Demand analysis in SWP refers to the aggregation of all the projected workforce requirements from the various sections of the organisation. The summary of the requests in paragraph 5.3.1 revealed that the most desired level of staff is level 6 which incidentally is the entry point for graduates.

Table 5.6: Identified Gaps in Staff Requirements by Directorate (2014)

KNBS Level	A	B	C	D	E	F	G	Total
1	-	-	-	-	-	-	-	-
2	-	-	1	1	-	-	-	2
3	-	1	4	3	-	-	-	8
4	1	1	40	15	4	-	-	61
5	2	1	35	14	11	-	-	63
6	1	-	136	14	21	-	-	172
7	-	-	24	-	-	-	-	24
8	-	-	15	-	-	-	-	15
9	-	-	10	-	-	-	-	10
10	-	-	-	-	-	-	-	-
11	-	-	-	-	-	-	-	-

Other positions like level 4, and 5 are promotional posts and suggested that many of the officers would like to grow in their careers. The directorate with the highest requirements is Population and Social Statistics, which incidentally is set to lose the highest numbers through retirements shortly as shown in Figure 5.1.4 under Observation data.

KEY:

A. Director General's office

B. Directorate of Finance and Administration

- C. Directorate of Population and Social Statistics
- D. Directorate of Macroeconomic statistics
- E. Directorate of Production Statistics
- F. Directorate of Strategy and Development
- G. Directorate of Information Communication Technology

Directorates F and G did not submit any requests, and we assumed that they are currently well-staffed. They will be reviewed in the next cycle of SWP.

Anderson (2004) argues that it be necessary to look at the competencies that the organisation will require achieving strategic goals, over and above the numbers required. Competencies are the attributes that distinguish high performers from the rest of the workforce. From the data collected, the competencies most desired were established as follows:

Table 5.7 KNBS Identified Gaps in Desired Competencies – 2014

	A	B	C	D	E
Competency	Risk managers	Computerized Accountants	Statistics Enumerators	Econometricians	Demographers
1	Communication specialists	Trainers	Data analysts	Financial Statisticians	Social scientists
2	Strategists	Administrators	Methodologists	Data Analysts	Cartographers
3		Job analysts	Archivists	Quality Controllers	Data Analysts
4		Counsellors			

These competencies are to be developed further through a process of job and skills analysis to be undertaken in the second cycle of the SWP to enhance efficient matching of skills and competencies to departmental tasks in the Strategic Plan.

. This data will also inform the training interventions required in the SWP.

5.4 Chapter Summary

We collected data in three main stages from mixed sources, quantitative and qualitative, both primary and secondary. Various instruments as outlined in the methodology were employed to ensure active participation of all the members in the activities. We carried out the data analysis concurrently, and provided related findings with an all-round view of the issues surrounding the SWP, proposed as a possible solution to the now evident demographic time-bomb in KNBS. The human resource database confirmed that there indeed is a looming demographic crisis while the various focus group discussions and workplace surveys confirmed that the satisfaction levels of the employees are low, further contributing to the turnover levels witnessed. Secondary data from consultant surveys all laid bare the weaknesses that require attention in the SWP. In Chapter 6, the findings from the data are discussed and reflected upon to tease out the rigour, reliability and validity of the process followed in arriving at the strategies to support the proposed SWP in Chapter 7.

Chapter Six: Discussion of Study Findings

6. Introduction

This participatory action research (PAR) was targeted at organisational change, in which my colleagues and I carried out planning and implementation while analysing and drawing out lessons from the outcomes. The whole process of evaluating our practice was undertaken reflectively to lead to organisational improvement while generating useful knowledge (Anderson et al., 2015). To that end, we explored the how, what, where, who and when of mitigating the effects of an ageing workforce, coupled with high employee turnover in our organisation. The proposition for a strategic workforce plan (SWP), led to the evaluation of the current status, providing the supply side of the workforce. There was a consensus that something had to be done to change the existing practices, a matter that needed policy attention both at organisational and national levels. The proposed SWP, therefore, would be an appropriate coping mechanism that would provide strategies to address the identified challenges. The study's uniqueness lay in its attempt to take action that would provide a solution to the workforce challenge, unlike related sub-Saharan African studies, where similar problems, have been addressed following generic narration of human resource management theories (see Ghebregiorgis, 2006; Tessema, 2005, 2006).

In general, the study exposed the unpredictability of the public sector environment as well as other institutional difficulties that significantly influence managers' strategic thinking. Environmental factors, according to Kiggundu (1989: 75), 'can be very instrumental either in facilitating or in hindering the operation of an organisation (Kiggundu, 1989; Prah, 2004). The study findings outlined in Chapter five are therefore discussed here, to link them to the action required regarding the organisational policy interventions in the proposed SWP.

6.1 Summary of the Findings

In PAR, the participants and I as the researcher depended on our experiences and knowledge to help find a solution to the identified problem (Hult & Lennung, 1980). As we dealt with the real world, we sought to bridge theory with practice, through linking our study findings to the practical problem-solving that we planned to undertake (Elden & Chisholm, 1993). This study completed the first full cycle of a participatory action research, with findings in three stages of data collection and concurrent analysis. I will highlight the key results in this section, before linking them with the specific actions that would be necessary for the proposed SWP, in Chapter 7.

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- It was evident that the levels of staffing in the KNBS have remained low over an extended period due to Government induced downsizing in the early 90s. With the stifled recruitments, few new employees were hired, save for 1995 and 2012.
 - The low numbers of women in comparison with men came out as a historical factor, given its persistence in all the years analysed. A further finding was that the ethnic proportions of the employees coincided with the origins of the past CEOS in the organisation. Diversity has been lacking.
 - Regarding qualifications, the study revealed that a significant number of the retiring employees hold modest qualifications, in form of certificates and diplomas as compared to undergraduate or postgraduate degrees. The retiring employees also had no recognisable professional qualifications.
 - The highest number comprises Form 4 leavers, forming the largest group in all the ethnic communities in KNBS. Further, it was revealed that the ethnicity-sex distribution had a skewed ratio with fewer women than men within some ethnic groups. The numbers in the ethnic distribution are not in line with the ethnic proportions from the last Population and Housing Census in 2009, or even with the average numbers in the Kenyan public service.
 - Patterns derived from the focus group data analysis, supported the quantitative data findings by showing that recruitment in KNBS can be improved through greater transparency in the way the recruits are identified and selected. There was also a pattern whereby many participants called for bringing in ‘interns’, to mean younger people to understudy the ageing employees and improve knowledge transfer.
 - The participants almost unanimously identified communication as a key driver of employee satisfaction.
 - Security of jobs, as well as security in retirement, were both identified as serious considerations in determining employee retention. The study revealed that many employees feel happy that the KNBS has a retirement benefits scheme, but also that the retiring ones were unsure of receiving their benefits related to their earlier term in the civil service.
 - Across the board, employees feel they have stagnated in their jobs, and that upward mobility would be desirable in the circumstances. On further analysis, this was found to be as a result of the prevailing government policy on recruitment, promotions and compensation.

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- The study further revealed that managers should give employees an opportunity to evaluate and participate in aspects that involve them, ranging from promotions, work-life balance, training and development to retirement to name but a few.
 - The findings revealed that the current employee numbers are poorly aligned to the Strategic Plan 2013-17 goals, and that it would take deliberate actions to fill the identified gaps through the workforce planning analysis.

6.2 General Discussion of the Findings

It is evident that many of the findings from the study are as a result of poor or no planning for the human resources. Cyclical downturns with waves of layoffs and firings as organisations cutback on employment can impact human resource planning greatly (Johnson & Brown, 2004). The stifled recruitment and remuneration policies have often led to KNBS not attracting qualified and suitable applicants, which in turn has affected her ability to be selective in her recruitment practices.

A major finding in the study, both in the focus groups and the employee satisfaction surveys is that the existing compensation practices in KNBS have adversely affected the recruitment practices. These practices are dictated by the overriding government policies that stipulate the salary bands and practices (See also Amanuel and Tesfagabir, 2002; Soeters and Tessema, 2004). Indeed many participants complained about the poor compensation, while the employee satisfaction survey also confirmed the same with a low score on the item.

Similarly, restricted hiring and compensation have adversely affected the impact of training in that although many KNBS employees have been given training opportunities by donor agencies such as Statistics Sweden, IMF and the World Bank, they are not able to apply their expertise effectively, due to the unattractive compensation. As a result, KNBS employees tend, once they have obtained better qualifications through training, to move over to other well-paying State corporations, to the private sector or International NGOs, explaining the higher than normal turnover, other than retirement. This phenomenon is in many developing countries (Cohen and Wheeler, 1997; Grindle, 1997; Tessema et al., 2005 ;)

Further, Cohen and Wheeler, 1997: 137; Hildebrand and Grindle, 1997: 42) have outlined how unattractive compensation has been significant in undermining the previously existing capacity in sub-Saharan African (SSA) countries. Moreover, the unpredictability of events, unstable political, climates

and corrupt legal practices (Chabal and Daloz, 1999; Prah, 2004) have also hindered progress in HR practices. The continuity of government policies in Kenya, just as in related countries has suffered from frequent changes in ruling parties or individual staff (A new General Election and Government structure in 2013 preceded this study).

The study did reveal that favouritism, nepotism and political loyalty within KNBS have often affected recruitment, selection and promotion practices in the past (Figure 5.1(a)). The employment patterns clearly showed that the bulk of the KNBS employees originated from ethnic communities that had been in power at the point the employees were recruited (Das, 1998; Soeters and Tessema, 2004).

Furthermore, even work allocation within the organisation has been impacted by favouritism, due to ethnic loyalties, as reflected from complaints in the focus groups.

A closely related factor is the lack of diversity in the workforce. The study revealed disproportionate numbers of certain ethnic communities as well gender. It is evident that the findings on lack of diversity are linked once again to skewed recruitments due to ethnic / gender loyalties. Such imbalances would require affirmative action to redress them in the short to medium term.

On further prodding, the study revealed that the employees do not have shared values due to the perceived favouritism based on ethnic loyalties. Indeed the data showed that parts of the organisation are monopolised by certain communities, a blow to the organisational culture.

Many participants in the focus groups believed that the existing environment had diminished the link between performance and reward, which in turn pointed to employee performance evaluation as largely based on compliance rather than productivity, which is not fairly measured. In the literature, Grant (2010:64) posits that the business environment in which organizations operate comprises of 'external influences that affect decisions and performance'.

The findings also revealed that a section of the KNBS employees, namely the field staff was poorly qualified, with only school level qualifications, as opposed to the newer employees who were highly qualified. In the literature, Mirvis & Lawler, (1977); Porter and Steers, (1973) all argue that there are positive effects of staff turnover, as organizational effectiveness can be enhanced by bringing in more qualified talent.

Evidence from the employee satisfaction survey, however, revealed that the field group of employees were 'more satisfied' than the headquarters staff, a rather contradictory situation. A point to note is that field staff are paid allowances for field data collection activities, explaining their lack of motivation to seek higher qualifications as well as their enhanced 'happiness'. The interventions in the SWP would be

targeted at the training of more staff, to reach levels that would enable them to rise to the decision-making ranks.

The common situation from the study findings impedes the strategic management of human resources because HRM policies and practices are not systematically integrated among each other. (Ghebregiorgis et al., 2006).

This penultimate chapter therefore, reflects on the whole spectrum of issues discussed in the preceding chapters – notably the arguments advanced for the proposed SWP at KNBS, to address the challenge of the ageing workforce and other staff turnover in the organisation. Focused recruiting and retention initiatives, targeted development and mentoring programs ;analysis of our workforce profile identifying where we need to be tomorrow and ten years on regarding workforce diversity, are all featured for their impact on the workforce.

Consequently, this chapter highlights some critical reflection based on the data generated and discussed, especially in Chapter 5, highlighting how the proposed SWP can be aligned with effective strategies. Effectiveness in succession planning and talent management, learning and development, recruitment and selection, workplace design and classification and performance management at KNBS are key coping strategies under the framework of the SWP.

6.3 Workforce Dynamics

The baseline data findings discussed herein revealed that there are several parameters relating to the current workforce that would benefit from reforms as revealed in the study findings. Indeed, some of the strategic priorities were thus identified along with the workforce implications. The lessons learned from the process, and the findings thereof are the ones to inform the required action. For instance, it was not possible to convene the strategic management focus group, because the strategic plan, which was to be analysed by focus group 1 was not in place until almost a year after the start of this study. Chapman (2009) argues that SWP be a function of availability, capability and productivity of the workforce. The three parameters are however impacted by other factors such as sourcing and staffing, succession planning, knowledge and development, compensation & benefits and career mobility to mention the key ones. On reflection, I felt that these same factors might have led to our strategic plan not being completed on time, thereby impacting my study negatively. It, therefore, was necessary to identify the areas needing immediate attention while persuading senior executives and policy-makers for buy-in to improve the success of the study. On further reflection, this raised questions about how to improve

performance, revising the tools and processes for performance management to reflect our business strategy. We need to have a shared ‘line of sight’ that focuses on our longer term strategy and connects it what we do every day.

6.1.1 The Failure to Launch of Focus Group 1

The group discussions planned for the Focus group did not take off like groups two and three owing to earlier unforeseen reasons. The complete formulation of the strategic plan (2013-17) document took much longer than anticipated, and could not, therefore, be discussed in the focus groups as initially planned. The information gleaned for this thesis centred on the discussions by senior management regarding the environment scanning for this organisation’s third strategic plan that was completed in late 2014. However, it is worth noting that SWP is of necessity premised upon the organisational strategy (Bandt & Haines, 2002). The discourse, therefore, needed to involve all other stakeholders, including the facilitating consultant and the then acting Director General as well as other senior members of staff. Many meetings were held to discuss the success or otherwise of the expired plan (2008-2012) to inform the new one. The discussions centred on identifying and refining the KNBS mission and vision and the performance through both situational and strength, weakness, opportunities and threats (SWOT) analyses.

What could we do in the circumstances, given that we needed the Strategic Plan as the basis of the strategic workforce plan? When the strategic planning focus group could not work the way, it had been planned we opted to learn from the mistakes made in the previous strategic plan to refine the policy objectives in the new strategic plan for 2013-17.

Due to the limited success of the planned activities in the 2008-12 plan, the Strategic Plan 2013-17 needed strategic objectives aimed at transforming the KNBS, while addressing the requirements of new legislation and identifying the causes of the limited success of the previous programs. The new learning gave rise to the new Strategic Plan 2013-17, which we still utilised to draft the strategic workforce plan in Chapter 7. The study, therefore, highlighted the importance of leadership: Do we have the leadership in place that can deliver the SWP? If not, what needs to change? It is imperative to have a “leadership structure” right to provide the SWP. From the study findings, employees had rated their senior leaders at 63% on leadership and management effectiveness and only 60.6% on involving them in decision making (see para.5.2.3).

6.1.2 The Delayed Strategic Plan 2013-2017

The new Constitution of Kenya (2010) had introduced far-reaching reforms in the structure of the National and County Governments. These arrangements called for aligning of all functions to the provisions of the new Constitution. The KNBS Strategic Plan 2013-2017 as a critical planning and management framework aligned to the new mandates at the National and County Government levels. Further, the Vision 2030 development blueprint, as well as the Second Medium Term Plan (2013-2017) both spelt out an extensive range of statistical reforms. These reforms included strengthening the National Statistical System (NSS) to support planning, monitoring and evaluation of government policies and programmes. Establishment of County statistics offices to supervise and coordinate statistical programmes at the County level ensured that international standards apply in the production and dissemination of County statistics. Their application required harmony between National data and aggregated County data. The new plan, therefore, needed to spell out the strategies that KNBS would pursue in implementing the reforms outlined in the legislation. These reforms had implications on the workforce requirements at KNBS. The findings did reveal that the field offices were our weakest link regarding qualifications and retirement rates.

Development of the strategic plan would provide KNBS with a roadmap, which if followed would lead to institutional reforms, development of statistical capacity and a well-coordinated NSS, resulting in the production of quality statistics. To this end, the KNBS required a well-thought SWP to drive the necessary institutional reforms that would revamp its structures, systems, strategies, styles, staff skills and shared values in the entire institution. The identified strategic foci underpin the action points necessary when implementing the proposed SWP. Kaplan & Norton (1996) in their analysis of the ‘balanced scorecard’ argue that the real differential between satisfactory and unsuccessful organisations lie in the way they execute their strategy. Unfortunately, only about 10% of all organisations execute strategy successfully. The six strategic foci to which the SWP would be mapped are:

Strategic Focus 1: Addressing Statistical Data Gaps

To adequately address data gaps, KNBS plans, during the five years, to carry out 57 surveys and four censuses, including initiating the preparation process for the 2019 Kenya Population and Housing Census. Putting these programmes into action is a daunting task and shall require KNBS to address issues of capacity, both technical and human, within the plan period.

Strategic Focus 2: Data quality and information

The quality of statistics disseminated anchors on two dimensions; *‘the quality of national statistics it receives and the quality of its internal processes for collection, processing, analysis and dissemination of statistical information’ (OECD, 2011).*

Strategic Focus 3: Communication, Dissemination and Access to Statistical Information

The expected outcome of this strategic focus is to ensure the creation of value and its appropriation through communication, dissemination and access to statistical information by all primary and secondary stakeholders.

Strategic Focus 4: Development of Statistics in MDAs and County Governments

The expected outcome of this strategic area is to ensure statistics at National and County Governments are developed and well-coordinated.

Strategic Focus 5: Human Capital Management and Development

This strategic focus is meant to ensure enhanced KNBS overall performance and staff productivity. To achieve its set objectives, KNBS will undertake strategic human resource planning and build staff capacity. A job evaluation review and a well-articulated staff retention and talent management programme are necessary.

Strategic Focus 6: Institutional Reforms and Good Governance

KNBS’ institutional reforms will focus on changes in the systems, structures and strategy adopted in the past. Subsequently, reforms will be implemented in the staff, skills and management styles, expected to give rise to substantial shared values that will drive the reforms at KNBS.

The six strategic foci provide an understanding of the key business priorities for KNBS during the plan period. These priorities, in turn, provide the critical workforce and skill requirements to meet the identified objectives as outlined in Chapter 5. The action points in the strategic foci, in turn, are linked to the study findings as detailed in paragraph 6.1 and 6.2 above.

6.1.3 Restructuring the Development and Collection of Statistics

The KNBS approach to the development of Statistics in members of the NSS at National and County Government levels has hitherto had a poor structure. The role of the members of NSS was never clearly defined, and policy leadership by Ministries, Departments and Agencies (MDAs) in the development of Statistics at MDA level needed a different strategy for strengthening statistical capacity. The outsourcing of capacity will lead to the enhanced ability of KNBS to address data gaps, quality and access to statistical information. In developing a separate National Strategy for Development of Statistics, KNBS will be focusing on the devolution of statistical capacity to MDAs and Counties. This strategic move has workforce implications as it will remove the pressure from having the employees of KNBS collecting all official statistics and instead share the role with the MDAs and Counties.

6.1.4 Flexibility in Strategy

Mainstreaming flexibility to emerging situations and changes in working environment is a critical success factor during the implementation of any strategy (Volberda, 2006). KNBS did not anticipate the changes in the political climate brought about by the Constitution (2010) especially the distribution of the function of statistics between National and County Governments. It also did not anticipate the prolonged transition brought about by the change of leadership and the governance challenges after the March 2013 elections. The new strategic plan 2013-17 has put in place a mechanism for KNBS to handle emergent situations to address changes in working environments going forward. Talent management is accomplished by building culture, engagement, capability and capacity through integrated recruitment, development and deployment processes, aligned with business goals '(Downey et al., 2010). From the new policy objectives, KNBS has taken into account the risks inherent in the implementation of the plan and set into motion mitigating actions such as resource mobilisation and strategic workforce planning.

6.1.5 Employee Skills enhancement

In the analysis of the current employee data, it emerged that employee skills require much attention in the coming days. In the literature, workforce analysis typically includes reviewing employee recruitment, promotion and turnover patterns (Barney & Hesterley, 2010). Overall, education has been increasing, but the workforce does not necessarily have the relevant training for specific positions. Further, not even technology can stem the loss of institutional knowledge and experience lost as senior employees retire (Carroll & Moss, 2002, Orpen, 1993)

Given the dwindling professional skills due to massive exits, technical assistance could be a strategic way of acquiring skills while benchmarking with best practices without the costs, time and physical movements incurred during international benchmarking visits⁵. During the previous plan period (2008-12), KNBS received technical assistance in some areas. In the current plan (2013-17), KNBS would identify more areas of technical support and continue to work with Development Partners for technical assistance support. Notably, Statistics Canada and Statistics Sweden are frontrunners in offering to train KNBS staff, while the World Bank has pledged to finance in the form of a ‘Performance for Results’⁶ framework. The training support will come in handy to plug the funding shortfalls from government funding. Amy and Nair (2015) recommend a combined effort that embraces strategic talent planning, results-focused execution and strategic talent development and learning if the organisation is to respond effectively to the emerging challenge in workforce management.

6.1.6 Work-Life Balance

The findings for this aspect was in the data from all the KNBS directorates, describing what they assume is the ideal staffing scenario to achieve their strategic objectives (Appendix 7). However, there are various challenges to achieving the numbers and quality of staffing indicated by the different directorates in the study findings. These challenges include the government policy of freezing recruitment, the finances required to engage the staff as well as the office space needed to accommodate all the staff were they to come on board. The findings from the focus groups touched on salient points that would impact the quality of service such as the work-life balance. In the literature, gender gaps, as well as work-life balance requirements, may all pose challenges for the organisation (Lewis & Nice, 1994; Dohm, 2000)

In modern times, people are using technology more and more to be able to do more within the available time - often at the expense of fun or sleep. This drive poses a high risk to not only productivity but also health and happiness. Smartphones, tablets and laptops are persistently monitored at the slightest buzz, even at night, to ensure no loss of moments (Hill et al., 1998). Whereas the ability to achieve may improve, this technology comes at a cost. Human resource departments such as that of KNBS, risk losing employees to employers with better work-life balance. At KNBS, there are no sports facilities or

⁵ KNBS employees often visit other Statistical organizations such as Canada and Sweden to benchmark with their practices

⁶ The World Bank Performance for Results framework is a funding process based on disbursement linked indicators, which must be achieved by the government before the funds are reimbursed. This behoves the government to operate strictly on the strategic plan targets.

any other form of recreation that employees can use as useful break-outs during the working day or later after work. Many of the study participants owned up to not getting enough sleep due to using their smartphones. This lack of sleep was said to cause irritability, loss of focus, and drowsiness just when the employees need to be alert at the office or in meetings. It is, therefore, important to have strategies to pull back from work by taking regular short breaks throughout the day, so as to improve well-being.

However, unplugging from work should not mean plopping in front of the television. Instead, it does require some non-work activities such as aerobics or some outdoor sports. An old-fashion run does help, and so will taking a vacation every once in a while to recharge. Socialising at the end of the day with family and friends would all go towards the much-needed work-life balance (Caproni, 1997).

Participants in the study felt that work-life balance defines success, whereby they work reasonable hours without stress. Recognition, compensation, rewards and succeeding at one's job were all mentioned favourably. Intrinsically, success was defined as achieving goals that had earlier on been set. Many talked of having a work-life balance in which there is time for personal interests. They described life success as having a highly satisfying job that is enjoyable, as well as meeting their lifetime goals such as education or owning homes. A smaller proportion of respondents also gave life success as being able to make a contribution to society, enjoying good health and being financially secure, resonating with Caproni (1997) who criticises those who recommend controlled goal focused lives to the detriment of their families and friends. In a study carried out by Statistics Canada, an observation made was that women more often defined success regarding relationships while men defined it regarding finances and good physical and mental health (Duxbury, 2006).

6.2 Cultural Impediments to Planning

The study took place at a time that KNBS was crafting its third strategic plan. A running theme in the Strategic Plan is 'the development of statistics through value creation, appropriation and change,' that is driven by the strong motivation to achieve institutional reforms through strategic innovation, as well as new game strategies. Creation of value is to happen through each activity that involves KNBS, its stakeholders and internal customers (read employees). This process will then drive the change required to make KNBS a 'centre of excellence in the provision of quality statistical information' (The Vision). From the 'Employee satisfaction survey' and the 'focus group discussions', the study findings revealed that leadership at all levels of KNBS has no cohesive organisational culture. Hofstede *et al.* (2010) argue that unless people unlearn what is in their mental models, they will be unable to learn new things, posing

a challenge to the adaptation of a new concept like SWP. From the study findings, our culture needs redefining: Our internal employee culture does not quite line up in support of the external customer (Data requester). If we promise our customers “speed, agility, and innovation” we must practice that internally, by making our culture all about “speed, agility, and innovation”. The culture should show up every day in the way we talk about the focused choices in our mission, vision, and values. In communication & engagement, both “top down” and even more importantly, “bottom- up” are equally important. People must feel actively informed, involved and engaged.

Indeed, communication within KNBS between the top management themselves and with the lower ranks is not only lacking, in most instances it is obscure. In the focus groups, the findings revealed that communication is a key way of sharing values with others, which was lacking in KNBS. As an example, the responses to the Workforce Planning Worksheets for the study did not emanate from the five KNBS directors, yet, no communication was provided as to why they had declined to respond. Instead, the responses were from the third and fourth tiers of management, suggesting that the executive management, who would be expected to implement the SWP, are not ready to align the organisation’s human capital to the organisational strategy. KNBS communicates only occasionally its strategic objectives and goals, and this came out quite clearly when analysing the near-failed performance of its first and second strategic plans. It is clear that we do not articulate the organisational strategy to all staff effectively. The result is an upfront challenge to SWP, which unless properly communicated, will be poorly understood, and even worse implemented. All employees would need to understand how their specific roles will contribute towards the strategic objectives. Therefore, a communication strategy to cascade the expectations of the organisation would be a necessity. Each level of management would need to cascade the SWP and embed it in its activities for the inculcation of proper accountability in KNBS (Barney, 1986; Balachander & Soy, 2005; Wang, 2005)

Likewise, the culture is a major impediment to the achievement of strategic objectives. The shared values, strategy and competencies and the expected behaviour that glues the organisation together (Hofstede, 1993) are lacking, threatening the success of the proposed SWP. There is a fragmented and undefined culture as seen from the comments of some participants that “KNBS has its owners.” (Focus Group 3). A persistent culture of blame and mutual suspicion among different directorates epitomises a poorly defined workplace culture (Hofstede et al., 2010), which results in, or further perpetuates the lack of accountability. For SWP to succeed, the following would be necessary:

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- Communication reinforced consistently and timely to all employees
 - Values aligned both upwards and downwards
 - A positive culture cultivated and communicated
 - Talent management culturally aligned
 - Culture evolved and aligned with changes in strategy

These five areas would make good topics for future action research projects in KNBS. If a strategy has poorly understood objectives, there will be inadequate accountability, low performance, and lack of trust, poor teamwork and collaboration. If the above present as they do in KNBS, there will be mismatched expectations, leading to blame, excuses and even disengagement, placing the achievement of objectives at risk. As the strategies shift, there should be a continual assessment of the human capital capacity to achieve the targets identified. The study revealed that there had been no past efforts at putting the right people in the right jobs, because of the wrong notion regarding the performance of duties. It is clear that the human capital element as outlined in the SWP has a direct impact on the success of the new Strategic Plan 2013-17. However, the organisation must strategically and culturally align itself to avoid compromising its initiatives.

6.3 Government Pronouncements on Retirements

During the focus discussions (5.2.1 and 5.2.2), some participants felt that having a mandatory retirement age is a good idea as it enables both the employer and employee get better prepared for the impending exits. The strategic importance of the issue of ageing staff across the public service is slowly dawning on the government. Many officers who are fast approaching their retirement but for which they are not ready to have been applying for permission to work beyond 60 years. Likewise, the Kenyan government appears unprepared for the impending exits. Here is an extract from one of the local weekend papers (Sunday Nation, April 6th, 2014):

Ageing civil servants were recently asked to groom successors. This instruction originated from the Kenyan State House through a circular that directed officials to start grooming their successors 'one or two years before retirement' to facilitate smooth succession'. The head of the public service noted that due to wage bill issues, the government would be reluctant to extend the retirement age for any officers above 60 years.

The head of the Civil service said his office had received many requests for extension of the retirement age. These applications, he said, needed to be discouraged, and the officers allowed retiring when due, said the letter dated February 14, 2014.

More recently in the month of August 2014, the government commenced a biometric registration of all workers in the public sector, ostensibly to arrest the over-age as well as the so-called ‘ghost employees who have grossly inflated the public wage bill. In October 2015, there were press reports that the Government is to retrench 40,000 civil servants due to the unmanageable wage bill. It is arguable that SWP would be useful in helping the government handle matters of this nature. This issue is of concern to my macro research question as it has an impact on the KNBS workforce, therefore requiring consideration when planning.

6.4 Mapping the Current to the Future Workforce of KNBS

The use of Performance Contracting’ (an accountability model) in Kenya ensures flexibility as well as alignment with government policies. This model assumes the presence of capability sustenance, adaptability of staff, a cohesive workplace, accountability and effectiveness. However, the baseline survey findings of the KNBS workforce as at 31st December 2013 as depicted in Chapter 5 showed that many of the senior specialists are ageing, with a vast majority retiring beginning 2014. The demands of statistics are changing. The NSDS framework has introduced an entirely new set of requirements in the areas of coordination as well as monitoring and evaluation of the whole NSS. These rules require that KNBS have the flexibility to adapt to changing conditions through multi-skilled staff and transferable knowledge that can enable redeployment of staff if programme priorities change. Such actions would further enhance job security as the adaptable workforce can be engaged anywhere to the benefit of their long-term development. A series of human resource initiatives would enable KNBS to have an adaptable workforce. To attain and sustain capability, KNBS would need to develop four pillars in its human resource strategies as evidenced by the findings:

1. Carrying out professional recruitment that attracts the best while embracing diversity;
2. Develop a solid knowledge base through continued training.
- 3 Promote learning and development.

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4. Nurturing retention initiatives with a healthy work environment to capitalise on the recruitments made, and training programmes offered; and
 4. Career broadening through working in multiple areas so as to get exposed to varied skills across the organisation.

If the workforce becomes multi-skilled, it would be possible to build teams with a broad range of knowledge, thus meeting a wide variety of customer needs. By providing continuous learning, KNBS can promote staff retention that would ensure smooth succession (Snell & Bohlander, 2011). The opportunities for staff to work in project teams will encourage cross-cutting issues to be solved, promoting harmony and cohesion. Efficiency would improve through the implementation of accountable and efficient infrastructural and process mechanisms.

The study revealed that KNBS needs policies based on forecasting staffing needs as well as targeting employees with the propensity to adapt to new ways of doing things. Likewise, KNBS requires continuous learning, undertaking courses in conjunction with development partners to develop talented workers at each level. These will form a pool of replacements to cushion KNBS from the massive departures expected in the next ten years. Long term career development would be achieved through employee rotation in different directorates, to acquire experience in all aspects of statistics, and enhance the overall competencies of the staff.

6.5 Managerial Implications

The workplace today faces challenges, even with the best laid out plans. Battaglio and Condrey, 2006 posit that due to changing expectations for both employers and employees regarding the employment contract, there is bound to be a higher turnover now than twenty years ago. The proposition for SWP against a fast dwindling older generation of workers brings into sharp focus the coming in of younger generations to the workplace (Caruso, 2014). There are four generational groups that will coexist in the workplace. This demographic diversity poses a challenge regarding creating and managing harmonious workplaces, where each generation's unique values and office expectations mesh. The latest group to enter the workforce, Generation Y, poses specific challenges for organisations. They are not only different from past generations, but also misconstrued in many ways – notably inexperienced and often distracted. Caruso (2014) argues that management should be aware of the characteristics of the different generations, especially the current generation Y. Organisations should have clearly defined roles and responsibilities for all staff without any discrimination to ensure that all employees work in harmony.

The demographics of the workforce are changing—in particular, women’s participation is increasing, and such shifts are affecting worker needs. In the literature, the workforce is expected to reduce due to ageing, and those that remain are expected to be older and more diverse (Carroll & Moss, 2002; Johnston and Packer, 1987; Green, 2000). KNBS needs to adapt to the expanding caretaking responsibilities and work-life balance needs of its employees (Pfeffer & Ross, 1982), and the current workplace paradigm is placing growing stress on both individuals and families. As was evident from the research findings, the majority of workers desire more flexibility in working environments, yet very few have it, due to either the lack of availability of such programs, dissuasion by the continuing stigma or fear of penalty associated with flexibility (Hill et al., 1998). Despite expanding discourse, there is a policy-practice gap, because the concept of the “ideal” worker involves absolute dedication to the job but does not acknowledge other caretaking responsibilities or flexibilities (Pfeffer & Ross, 1982, Schneer et al., 1993). The policy and practice disconnect is well evident in Kenyan policy pronouncements and has negative implications for workforce planning.

In the literature, Ospina (1992) observes that short-term problem solving may lead to larger organisational staffing problems due to the ad hoc hiring practices. Further, Walker (1988: 67) posits that any decisions without regard to the ‘strategic implications’ of the human resource can be damaging to the organisation’s survival.

6.6 Policy Implications

The government needs to recognise the inevitability of workforce ageing and the need to prepare all stakeholders for the growing number of older workers (Ashworth, 2006). The literature identified succession planning as systematically identifying, assessing and developing organisational leadership to enhance performance” (Conger and Fulmer, 2003: 78). Enhancing understanding, strengthening of capabilities and developing the reforms necessary to address this problem are all paramount. The projected increase in older workers is likely to pose a challenge to individual as well as government spending on social security, health care and existing pension schemes as well as spending to care for older persons financially. Succession planning must form a significant component of strategic workforce planning and strategic human resource management (Coleman-Selden, 2009)

Another policy implication lies in investing in young people by promoting healthy habits, relevant education that addresses workplace needs, employment opportunities and social security to improve future generations. Lifelong learning and retraining opportunities to form public policies. Ageing should

be mainstreamed into all gender policies and gender into all ageing policies, taking into account the ageing dynamics of men and women. These ageing issues must be reflected in the post-2015 development agenda as well as in the governments' strategic plans. Some of the strategies include improving employee pension plans and flexible employment to include integration of older persons in the workforce.

The thrust of this study lay in establishing if SWP would be useful in mitigating the effects of the demographic time-bomb in KNBS. The objective of the PAR process was to develop a plan that would be theoretically grounded, yet practical and efficient. The ensuing process of the actual strategic workforce plan engaged not just the study participants but the wider KNBS workforce and development partners. Bandt and Haines (2002, p.83-89) summarises the steps involved in workforce planning. According to the study, the fundamental activities of a workforce planning cycle were outlined. The implications for the wider public service lie in engaging the policy makers in aligning their strategic plans to the workforce needs at every stage, collaboratively. Only then will the outcomes be fully owned by the stakeholders.

6.7 Research Limitations and Future Research Direction

This study experienced some limitations. The key one was methodological, involving explaining the process of PAR to participants, many of whom are statisticians involved in official statistics, collected using traditional positivist research methods. As a result, there would be murmurs that the study methodology was 'strange'. It is plausible that this may have discouraged some die-hard positivists from participating, even after they had consented to do so (5 participants did not collaborate, mostly directors). As the scholar-practitioner, I, therefore, had to keep explaining every step of the process. Notably, PAR is still a new concept in this part of the world.

A second limitation arose from studying a single organisation for a problem that affects the entire public service in Kenya, bringing about lingering doubts as to the generalizability of the findings.

A third limitation arose from being an insider researcher, who also wanted an academic qualification. While some colleagues offered initial verbal assurances to participating in person; they later ignored invitations to meet or provide information. This limitation has negative implications for the successful implementation of the SWP and its sustainability going forward. Indeed, it also has an impact for

gaining informed consent due to the perceived influence on both peers and subordinates that come with being an insider boss (Coghlan & Brannick, 2010).

A fourth limitation related to the implementation of the study findings. KNBS, being a semi-autonomous state agency in the Kenyan Public service is impacted by what happens in the wider public service that depends on government funding. The implementation of any recommendations depends on the government goodwill and financing.

Overall the observed four study limitations raise opportunities for some future research areas. One area would be to explore SWP in a different setting, say in private companies or NGO's for comparison with the public sector. The second area of research would be in inter-generational communication at the workplace as it impacts the transfer of skills from the old to the young. A third area would be to research on the impact of SWP elsewhere, considering different cultural and organisational practices. Further research can also be undertaken on the impact of Government policies on various aspects possibly using a methodology other than PAR.

Chapter Seven: Implications for Action

7. Introduction

In this chapter, I bring together the research questions formulated, the data we collected collaboratively, and the findings and limitations we observed, to establish if we have achieved the initial objectives of the study representing the ‘sharing’ aspect of the PAR process. Completing the practice improvement cycle (Mckay & Marshall, 2001), was purposed to answer the research question: What would it take to improve the practice at my workplace to forestall a demographic crisis against a backdrop of conflicting government pronouncements regarding further retrenchment of staff? Lather (1986), argues that knowledge be derived from practice, which practice is informed by knowledge, in an on-going process. She further posits that the action researcher cannot be neutral because the ‘most active researcher is often one who has most at stake in resolving a problematic situation’. Aristotle, the great philosopher, spoke of the art of acting upon the conditions we face to change them, resonating with the findings of this study meant to improve the practice at my workplace.

Current best practice dictates that the Board of Directors be regularly appraised on human resource matters, using specified metrics such as headcount, terminations, and diversity and staff age profiles. Likewise, there should be reports on talent development, succession and performance. Above all, there should be reports on the human capital risks including but not confined to staffing shortages, competency gaps, turnover rates, succession risk and knowledge transition risk due to the ageing workforce (Deloitte, 2014b). These metrics are best derivable from a strategic workforce plan.

This study would, therefore, be incomplete without isolating and sharing the key SWP implications for action as its final product. The whole thesis pays attention to the study objective of why and how SWP would provide a possible solution to the demographic time-bomb at KNBS. This chapter, therefore, outlines the proposed SWP for KNBS for the period 2013-17, which is aligned with the Strategic Plan for the same period. Cook and Brown (1999) and Roleau, (2005) all argue that that practical knowledge as applied by managers be contextually bound and is learnt through engaging in the practice.

Additionally, they argue that for research to be theoretically valuable, it should focus on local practices, which may well be unique to the case under study. The SWP, which starts with a short recap of the current workforce profiles, is crafted along circumstances specific to KNBS, focusing on aligning the workforce plan with the organisational strategic direction. The chapter will outline the strategic direction for KNBS, followed by its Talent and Diversity management strategies. The creation of a result oriented

performance culture and knowledge management, leadership and accountability will wind the narrative. All the sections will make reference to the relevant study findings and literature.

7.1 Workforce Profile

As at June 2015, KNBS had a staff complement of 477, down from 526 in December 2013 as reflected in Chapter two. In total, KNBS has lost as many staff to retirements as to resignations, deaths and voluntary early retirement. Employment is like a supply chain that starts with recruitment and ends with an exit for whatever reason. The action of exiting triggers a desire to get replacements in line with a 're-order level'. (Grobler & Zock, 2010).

The study did confirm that an ageing workforce may bring multiple challenges to an organisation (Young, 2003), but yet also create opportunities to craft a performance related culture, improve diversity and maintain successful labour relationships (Dalton and Todor, 1979). In answering the research question on how to improve the practice at KNBS, the focus group discussions in this study assessed the various reasons for exit. Other than retirement, the other reasons, ranging from higher salaries to low-interest rate loans as part of their terms and higher posts with more responsibility all provided fodder for the SWP. This information served as a wake-up call for the KNBS to plan for and implement not just the working environment but also the career progression mechanisms for its employees as part of the SWP.

The study evaluated the supply and demand of the current workforce, scanning the current demographics and carrying out a forecast of the additional staffing needs for the next five years. The phase involved senior management, the SWP participants and the human resource division. Internally, employee satisfaction and work environment surveys were undertaken to give insights into employee perceptions. The current workforce analysis as presented in Chapter 5 demonstrated the length of service; employee age cohorts indicating the recruitment trends, retirement risk, the highest qualifications attained and diversity. Matching the strategic foci to the workforce requirements provided the five-year staffing forecasts while data from the current workforce analysis informed the numbers of the open positions available.

7.2 Alignment with Organisational Strategic Direction

Throughout the thesis, I demonstrated how the current demographics in KNBS are pointing to the organisation suffering ruin if the massive exits are not mitigated (Collings et al., 2009; Cunningham, 2007). There needs to be an identification of what we do not do right and the inclusion of the same in the

strategic planning mechanisms. The findings in the study pointed to an organisation that is already negatively impacted by massive exits of staff, which are set to continue into the future unless we do something about it.

The KNBS Strategic Plan 2013-2017, on which we base the proposed SWP, outlines the key strategic objectives and foci for the five-year period. The whole strategic planning process provides a shared understanding of the direction that KNBS wants to take, which in turn guides the workforce and skill sets that are necessary to achieve the identified objectives. The proposed SWP provides the strategies that connect theory to practice, linking the strategic objectives to the human resource initiatives mentioned in this study. As outlined in the literature, the Strategic direction is further influenced by the Political, Economic, Social, Technological, Legal and Ecological and (PESTEL) frameworks (Grant, 2010). The SWP has the following mission and vision:

The Mission: Preservation of knowledge to shape the future through human capital

The Vision: 'A centre of excellence in Human resource development and management.'

Values:

Diversity- To capitalise on our differences to enrich the workplace

Integrity- Adhere to the highest forms of accountability and responsibility

Service- To be of service to all our stakeholders

Excellence- Always deliver the best quality of HR services and products

We employed 'Environment scanning' in the context of workforce planning to identify the set of facts or circumstances that surround the demographic time-bomb in KNBS. The scanning was undertaken by a team of participants in the study, led by the SMPS (see Appendix 6). The environmental issues are very dynamic, and any change process must take them into account. The proposed SWP has its strategic goals derived from the study findings, thus:

- Develop talent through recruitment, development and retention of employees for sustained service delivery
- Leadership development through engagement, innovation and collaboration

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- Transform the culture to become performance oriented
 - An organisational environment that fosters the country's diversity
 - Human resource policies and practices that are of the highest standards, aligned with the organisational Strategic Plan

The environmental forces, within and without the organisation as hereunder:

The Political Environment: The Kenyan political environment is relatively stable after the first election under the new Constitution (2010). The Constitution brought in the new system of devolved government made up of geopolitical units. The government uses these units in the channelling of resources. KNBS is expected to provide statistical information to assist the National and County Governments in planning, monitoring and evaluation.

The Economic Environment: The Kenya Vision 2030 is the 'long-term development blueprint for the country. It aims to create a globally competitive and prosperous country with a high quality of life by 2030. It seeks to transform Kenya into a newly industrialising, middle-income country providing a high quality of life to all its citizens in a clean and secure environment', while also meeting the MDGs for Kenyans by 2015. In the recent past, Kenya has experienced a relatively stable macroeconomic environment with low inflation rates (5-7%) and moderate economic growth (GDP range of 4.7-5.6%), likely to enable the government to guarantee the KNBS resources that will enable the execution of statistical programs. The on-going economic turbulence in the Eurozone is likely to affect the extent to which development partners will support the KNBS' programs.

The Social Environment: The Kenya Vision 2030 recognises that the country's 'main potential lies in its people, their creativity, work ethic, education, health status and entrepreneurial skills. Indeed, the Vision identifies human resource development as a key foundation for National Socio-economic transformation under the social pillar. The immediate challenge identified in Kenya's transformation to 2030 is how to meet the human resource requirement for a rapidly changing and more diverse economy. The Government has, therefore, recently formulated various interventions in human resource management and development. The human resource will be managed, rewarded and steered to develop global competitiveness'. Priorities under the Vision 2030 include:

- A human resource database to track supply and thereby adjust demand.

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- Assessment of productivity levels across sectors
 - Strategic management and coordination to help utilise existing capacity better, which involves identifying, attracting, training and retaining the human resource.

Currently, the country is experiencing a spate of insecurity incidences. These are hindering the accessibility of some areas by KNBS' field teams and hence affecting data collection activities. Some ethnic flare-ups in some parts of the country also create a hostile environment for data collection activities. Further, changes in lifestyle have brought about health conditions that negatively affect the workforce hindering the achievement of the KNBS mandate. These include non-communicable diseases, HIV/AIDS and alcohol and drug abuse. Diverse cultures, taboos and beliefs sometimes complicate the collection of data for various socio-economic indicators.

Technological Environment: KNBS is expected to take advantage of ICT innovations to enhance the production and dissemination of statistical information. The ICT innovations include; wide area, mobile and internet network coverage as well as online data capture and computer assisted data collection methods.

Legal Environment: According to the Constitution of Kenya (2010), Statistics is a shared function between the National and County Governments. In particular, the 4th Schedule identifies National Statistics and data on population, the economy and society generally as a function of the National Government. Subsequently, the County Governments have a statistics function as part of their planning and development. KNBS is expected to play a critical role in the development of statistics (World Bank, 2015) at both the National and County levels. The Statistics Act (2006) has set up an elaborate legal framework in the collection, analysis and dissemination of statistical information. The Constitution has devolved some aspects of the statistics to Counties necessitating the revision of the Statistics Act (2006).

Ecological Factors: KNBS shall continue to be compliant with environmental regulations governing the disposal of paper and e-waste. During field activities, weather conditions are a major factor in success. Therefore, KNBS will invest in various means of travel to address the problem of bad weather and terrain, especially during field activities.

Statistical Reforms under MTP II- 2013-2017

The objective of the government development agenda, as outlined in the Second Medium Term Plan (MTP II, 2013-2017), is to propel the country to a higher and sustainable economic growth by 2017. High standards of living, quality education and health care, increased job creation especially for the youth and commercialised agriculture amongst others will be manifested. Economic growth and development, including job creation and investment in quality education and skills development, are priority areas for the government.

KNBS is expected to play a critical role in enabling the Government (World Bank, 2015) achieve its medium to long term development agenda through the provision of credible statistical information for evidence-based decision-making and to guide resource allocation to the devolved units under the current constitutional dispensation. In recognition of the strategic importance of Statistics in development, the Government through the MTP II plans to strengthen the National Statistical System (NSS) to support planning and monitoring and evaluation of government policies and programmes. The statistics offices in all the 47 Counties to facilitate coordination of statistical programmes will be enhanced.

Upon identification of the critical workforce elements through quantitative and qualitative analysis (Chapter 5), a meaningful, planned future is to be put into place. This targeted future is what KNBS is going to implement as being the best fit regarding business strategy (Statistical services) and is achievable given the surrounding factors (PESTEL Analysis). A PAR protocol, enactment boils down to a continuous robust talent management programme involving the forecasting of needs, identification of targets and ways of achieving them (Snell & Bohlander 2011; Bandt & Haines, 2002). Execution of the workforce plan determines the overall success of the initiative.

7.3 Talent Management

The talent management programme encompasses recruitment, development and retention strategies. KNBS will target to recruit the best in the market in an efficient, transparent and accountable manner as demonstrated in the study findings. The recruitment effort will also target a diversified workforce to ensure that representation is fair across all communities and genders. There will be development strategies targeting the core professions such as Statistics, ICT, Financial Management and Demography. KNBS will also focus on a safe and healthy work environment with a positive work-life balance to improve retention.

Talent management involves the identification and development of high potential employees with aptitude and desire to excel (Naveen, 2006). These employees will then be individually developed through mentoring and assignment of challenging activities. Additional academic training, as well as internal on-the-job training, will be targeted at improving retention rates. Orientation programmes will be centralised to enhance the quality over a wider range of new employees. Integration and competency development are expected to go hand in hand in with traditional statistical methods, as well as more modern ones, have to be integrated into the now multi-generational workforce at KNBS, to enhance learning.

7.4. Succession Planning

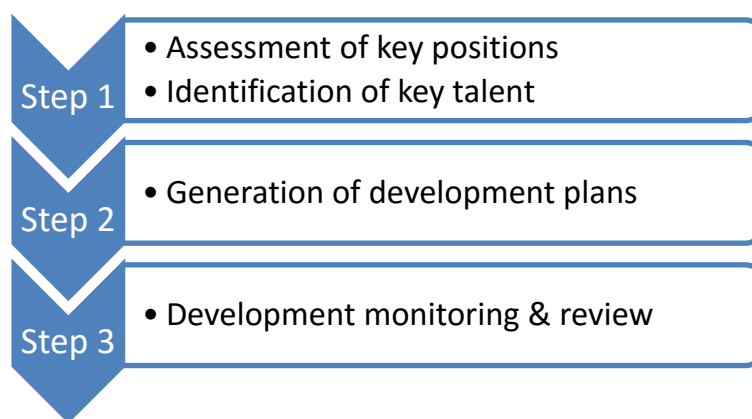
The future sustainability of KNBS depends on managing the talent gaps that will come from employee exits. WE will base succession planning on proactive, on-going assessment of promotion and retention of key performers in the organisation to improve performance and morale (Rothwell, 2010), retaining talent at all levels of the organisation. The talent reviews will be based on the talent pool as well as the readiness of an employee to move up to leadership roles (Rothwell et al., 1998). Effective succession planning will ensure KNBS achieves the maintenance of leadership in the major positions, business continuity, increased staff morale and retention as well as the development of intellectual capital. Other significant benefits include strengthening the talent pool, better career development and time as well as cost savings. There will be an on-going dialogue between managers and the Board to identify employees whom we can groom without losing the knowledge base. After identifying the high potential employees, they should be trained and supported in a way that moves their career forward. The reciprocal effect is for the employee to feel that they have a future in the organisation and to stay on longer. The time taken carrying out frequent interviews will, therefore, reduce with replacements from the talent pool and cost reduction ultimately achieved. The key parameters to consider for succession planning (Silzer & Dowell, 2009) will be:

- The average age of the employees
- The proportion retiring in the next five years
- The number capable of taking up leadership positions
- Leadership training for the identified talent

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- Risk assessment regarding exits for the main staff

There will be three key steps in line with best practice. The first will be to assess the key positions that are most critical in KNBS work. The assessment of key talent will then follow, and this will extend to each level of the organisation. The results of this will inform the development plans for grooming high potential individuals as well as retaining them. An on-going model for reviewing will ensure we regularly apprise the Board on the key succession planning tenets (Figure 7.1). We will require a high level of discipline in ensuring data is analysed continuously, evaluated and the results used to inform management decisions. Performance reviews are essential in validating the decisions on valued employees as well as identifying the development gaps to be addressed in the current as well as future roles.

Figure 7.1: KNBS Succession Planning Elements



Source: Author's Conceptualization

7.5 Performance -Oriented Culture

We shall ensure that all employee performance aligns with the Strategic Plan. Employees will complete a performance assessment form and receive a score, targeted at no less than 80%. During the plan period, we shall acquire an electronic Human Resource Management system with an embedded performance and training monitoring system. We will document and communicate performance awards and publicise the same to enhance high performance. Training will be continuous to all levels of staff to develop and improve skills and knowledge. It is imperative to measure performance to hold people accountable, to see the achievement of objectives and assess the outcomes. The measurement communicates the results to stakeholders and acts as an awareness tool to impact our brand nationally

and globally. The performance-oriented culture is expected to reduce employment-related complaints of favouritism, enhance effectiveness and improve organisational performance

Professional Recruitment Strategies

Professional recruitment will follow an ageing chain model (Größler and Zock, 2010) which takes into account the lead time in getting a new employee on board as well as training them to undertake the duties they are expected to undertake, fully. A focus on the potential of recruits can improve the identification of talent for every position required. Further, candidates will be assessed for motivation, determination, insight and engagement, over and above their credentials and competencies. For the top positions, succession planning should start immediately a new CEO takes office, but at any rate no later than two years before the CEO expects to leave.

As a nationwide statistical organisation, the nature of work done requires a high level of skill. Therefore, it will be necessary to place elevated levels of investment in each employee by first practising careful selection (Rothwell et al., 1998). Projections on skills shortages will inform the skills shortages – from experience notably, Economists, Sociologists, Mathematicians, Statisticians, Survey technicians, Computer specialists, and Demographers. KNBS should identify a pool of qualified recruits through pragmatic advertisements at the grassroots. New hires will have the opportunity to undergo a one-year internship, which will give them a feel for the work ahead, after which they can transition into full-time employment upon successful completion. They should also expect some form of job-rotation where they would be required to work on two to three assignments in various directorates, as well as to participate in some mandatory statistical courses. Usually, a senior manager with the skills, knowledge and experience, should be assigned by KNBS as a mentor for the interns. It will be the mentor's responsibility to integrate the interns into the organisational culture.

7.6 Diversity Management

The KNBS environment will be both inclusive and responsiveness to the needs of the different groups of staff. The directors will be held accountable for the diversity balance in their directorates. Our workforce will be representative of Kenya's diversity, as well as professional diversity and people living with a disability. We will hire interns, who will become employees to achieve affirmative action of replacing the ethnically skewed workforce with a more representative one. We shall practice equal access to all prospective employees through wide circulation of advertisements. We shall disseminate information on

sexual harassment, HIV-AIDS, Alcohol and Drug Addiction and Gender issues and provide training. We will track our diversity performance metrics to monitor accountability for achieving diversity.

Diversity Enhancement

Bechet (2002) argues that many social theories be often blind to the effects of gender and patriarchy, both of which have a significant force in any context. Any generalised statements are likely to contain or mask power relations between those who formulate versus those to whom the theories are applied. As indicated in Chapter 5 some ethnicities have a disproportionate representation in KNBS, compared to their population as highlighted. It is further evident that there are more potential retirees from the more highly represented ethnicities and gender. It will, therefore, be our strategy to adjust the proportions of representation through natural attrition coupled with affirmative action.

To enhance diversity is to increase the representativeness of the KNBS workforce, compared to the population. Achieving such variety will entail three courses of action. Firstly, is to share actively, information with minority organisations such as the Commission for People with Disability and Kenya Society for the Blind. Secondly, is to involve the minority senior management in outreach activities; and thirdly, forming networks with minority bodies such the Gender Commission and mainstreaming their needs during recruitments.

7.7 Knowledge Management and Leadership Development

We will strive to maintain a learning environment continuously within the organisation. We will recognise and reward employees who bring about innovations either collaboratively or individually. Employees will be encouraged to improve their skills through new competencies by undertaking courses, participating in Fairs and cross-institutional projects. Rotations will be promoted to enrich and stretch talent and for career engagement.

We shall develop a mentorship programme to transfer skills and develop competencies of newer employees.

Training and employee development will go hand in hand while developing partnerships with training institutions. Competency-based programmes will be started to enable supervisors' transit into management. We will take Middle managers for Strategic Leadership Development (SLDP) programmes with the Kenya School of Government to enhance their management capabilities. We shall increase training opportunities and knowledge sharing platforms held to exchange research findings and current strategic topics.

We will promote continuous learning and development culture in education, training and development. Leaders must maintain high standards of ethical behaviour and integrity that serve as a model for the workforce. Teamwork, a shared vision and communication will be for all levels, and feedback will be sought and incorporated in organisational decisions.

We will carry out employee satisfaction surveys to gather input for development and training programmes.

7.6.1 Future Training Plan

From the study, it was apparent that KNBS does not currently possess the necessary skills to take up all the required positions given the training gaps identified. Acquisition of said skills requires normal curriculum development in conjunction with institutions of higher learning. Many of these establishments (Universities) may not be aware of what is happening in the industry and as such, cannot be relied on to produce the skills needed in specialised fields such as statistics. The action taken will reflect the diversity of the employees to distribute the available opportunities across the ethnic divide. For effective career planning, KNBS will need to talk regularly to college students to enable them to make self –assessments to help them identify career options. Such will involve assessing their interests, strengths and weaknesses as well as the value systems that would best suit them to specific careers.

7.6.2 Continuous Learning

Making learning a continuous activity in KNBS will involve dedicating an equivalent of 4% of the current salary budget on training activities. Each employee will have at least ten days of formal training every year. The top imperative will target aligning learning with talent and performance. We will support employees from the time they of hiring into KNBS throughout their employment to the time they exit. We will bridge the gaps in the workforce capabilities with the right training.

The Training Advisory Committee, chaired by a technical director (Statistician) will continue to coordinate the training. The committee comprises a cross-section of trustees from each directorate with the Human Resource Division as the secretariat. This committee will be responsible for identification of training needs and providing direction regarding subject matter and course design. During the plan period, KNBS will partner with the international cooperation departments of the Government of Sweden and Canada, through their respective national statistical bodies SCB and Statistics Canada. The two international cooperation bodies have agreed to offer technical assistance to enable KNBS to face the human resource challenges it is facing due to the impending demographic crisis. The World Bank too

has decided to support the KNBS through a Performance for Results Framework (P4R) incorporated in the KNBS strategic plan for 2013-17. The key areas identified for training and up-skilling include Survey Methodology; Quality Assurance; Communications (both internal and external); Data Interpretation; and Economic Statistics. Other areas to be undertaken during the plan period regarding priority will be:

- Computing
- Sampling
- Questionnaire design
- Strategic Leadership

KNBS will set up a training programme during the project period, during which, training will be carried out on hired premises or within the organisational meeting rooms. Some courses would be conducted in partnership with the KSG. Both the recruitments and training programmes will aim at improving the levels of employee qualifications from the current levels. KNBS will put in place a cross-cutting task force named the Performance Management Committee (PMC) to carry out performance evaluation and be the organisational learning champions. This team will assist the Training and Advisory Committee (TAC) by creating the individual training plans derived from annual performance appraisals.

During the annual assessments, supervisors will meet their employers and identify the learning needs, which will then be taken up by the PMC and TAC to draw up training requirements for KNBS. Discussion regarding the long term courses will occur during the appraisals in which dialogue between employees and their supervisors will take place.

7.6.3 Leadership Responsibilities

For KNBS, a national statistical body charged with all official statistical responsibilities, lack of qualified employees would present serious leadership difficulties. Workforce planning, therefore, should be at the top of the direction priorities (Ulferts et al., 2009) in the daily work performed. It is essential to create harmony and balance while building a dynamic workforce that is up to the task of meeting changing statistical demands. Relationships with various stakeholders such as universities are necessary to facilitate recruitment of the best candidates in statistics/economics. Curricula will be designed and

supported in specialised training institutions such as the Kenya School of Government so that education and development can take place on a continuous basis.

7.8 Accountability

We will ensure that our policies and practices are regularly evaluated to determine their adherence to standards and regulations. The HR metrics will be updated annually, while the human resource will subject its processes to the Performance contract evaluation and certification. We shall comply with human capital reporting structures to the various stakeholders such as the Gender Commission among others.

We will obtain and implement feedback from employee surveys to strengthen our continuous improvement efforts.

We will provide updated information to the Board of Directors on an annual basis.

7.8.1 Workforce Plan Implementation Goals

All the directorates were involved in crafting the plan, requiring an interdisciplinary team, to be named the Workforce Steering Committee. The WSC will be under the secretaryship of the SMHRMD. The critical positions identified will regularly be escalated to the Board of Directors for authority to fill the positions. The duties of the committee will be to review the processes, structures and metrics that will guide the implementation of the workforce plan to achieve the set objectives. The various directors will assume accountability for the results of the action plan, by reporting back on the results in their areas of jurisdiction.

The workforce analysis did reveal that the massive exits most impact the Directorate of Population and Social Statistics. The Workforce Steering Committee will set about affirmative action in identifying the appropriate skill sets that need to be replenished urgently in the first year. This strategy also incorporates the inclusion of diversity management while making the replacements. The target is to replace the employees in two phases, beginning with the officers who have already retired, followed by those who have left on resignation/ death or early retirement. A second phase would then follow for the newly identified positions in the workforce forecasts. Further, the employee job descriptions have been refined, and career progression guidelines prepared to guide the recruitment and talent management going forward. Communication has been identified as a key driver as indicated in the KNBS's strategic plan

2013-17. Efficient dialogue and regular review of outcomes ‘promote the alignment of the groups around the workforce team’s focus areas’ (Datz et al., 2012: 369).

7.8.2 SWP Implementation Strategy

The implementation strategies include the programs and practices that the KNBS will use in determining appropriate actions for the attainment the set goals in an accountable and efficient manner. The cycles of strategic workforce planning require the following five activities in a spiral manner, within the main PAR cycle of *Observe, Plan, Reflect* and *Act*:

1. Filling resource requests,
2. Analysing resource utilisation,
3. Forecasting capacity,
4. Identifying the human resources to fill that capacity, then,
5. Re-starting the cycle.

The implementation strategy involves aligning employee hiring with talent management. Notably, there is a high cost of consistently failing to attract and retain good talent, which includes declining productivity, morale, culture and reputation. Indeed, it is recognised as one of the biggest constraints on growth opportunities across the globe. Identifying future situations call for succession management. It also calls for an analysis of attrition rates for specific posts and prediction that certain openings will occur at a predetermined period. KNBS has to look at its future staffing needs while meeting its short-term responsibilities and obligations to its clients. Not looking ahead can mean being stranded in the future, especially with the poor management of talent. A talent-building programme will need time to prove its value. Very often, half-hearted or indeed past insincere pronouncements relating to talent management in the public service have severely compromised management efforts at retaining top talent. Consequently, key talent-nurturing activities require implementation: (I) cultivating a positive work environment; (ii) professional recruitment strategies; (iii) diversity enhancement; and (IV) continuous learning.

Cultivating a Positive Work Environment

The strategy will be to build a healthy working environment and give staff the right tools to achieve the set targets. Employees will usually rise or sink to meet expectations. It will, therefore, be crucial raising expectations while treating the employees with respect. The sort of behaviour that is required should be the one that will be most rewarded. Compensation systems must, therefore, be in sync with the strategic goals, aligned to the annual performance contract. Fostering trust and a sense of community that encourages retention of staff requires a no lay-off policy. The five key measures are:

1. Establish of managed rotations;
2. Develop a mentoring program;
3. Introduce clear career path guidelines;
4. Develop workplace wellness programmes; and
5. Establishment of a sustainable training institute in partnership with the Kenya School of Government (KSG).

It will be necessary to give employees what they crave most, which is autonomy, mastery and purpose (Fernandez-Araoz, 2014). By autonomy, the staff will have the power to control the what, when, how and why they do what they do. By mastery, the staff will set difficult but attainable goals. We will target minimising distractions while more teamwork is enhanced. Pay is also important especially for rising stars who expect the remuneration to be commensurate with the effort put in.

7.8.3 Monitoring and Reporting Mechanisms

The ultimate responsibility for the SWP surveillance and reporting will lie with the top management whose role it is to monitor performance in their respective areas of jurisdiction. Other heads of divisions, departments and sections will also oversee the SWP in their respective jurisdictions. The Human resource division along with representatives from each of the current six directorates will form the monitoring and evaluation secretariat. The secretariat will be a focal point for coordinating the overall implementation of the SWP, developing the monitoring and evaluation reporting guidelines and receiving reports from all other offices, analysing them and making recommendations for management decisions. The secretariat will also formulate and maintain a database of all SWP interventions.

Monitoring, evaluation and reporting form a crucial part of any successful plan. The three activities form a link between the set priorities to the resultant outputs and outcomes. They also provide feedback and facilitate evidence-based decisions. The basis for monitoring and evaluation will be a framework based on the definition of responsibilities, oversight mechanisms and performance indicators. Likewise, the veracity of the workforce forecasts in the workforce plan can only be adequately verified during the evaluation process. The ‘scorecard’ is then used to make adjustments. (Datz et al., 2012). Review of data on the specified goals from various directorates will occur on a quarterly basis - this will reflect any changes in recruitment, development and retention of critical workforce skill sets. The measurement will provide a measure of accountability for all concerned.

Reporting on the plan will be done on a quarterly basis during the five-year plan period and will be done during the performance contract reporting time as well as the annual appraisal reporting. In line with our PAR cycles, we will carry out an annual data collection exercise to inform further initiatives. A mid-term evaluation of the SWP will be undertaken to incorporate the progress as well as the lessons learnt. An end term evaluation will be done to gauge the overall success of the SWP and to inform the next strategic plan.

There will probably always be gaps between strategic goals and existing workforce capabilities. This chapter has outlined strategies developed from the findings of this study, which show that a series of initiatives such as recruitment and training can mitigate the gaps created by employee turnover. However, more recruitments and training is not necessarily better. That is why certain significant areas of emphasis have been introduced such as talent & succession management. Training should, in essence, develop KNBS’ future capability rather than continuing to build historical competencies, necessitating evaluation as to the effectiveness of the training, and going by the ability to solve the problems detected.

7.9 The Future Workforce View: Creating a Multigenerational Workforce

Creating a multigenerational workforce will impact KNBS’ needs considering the emerging trends such as the Devolved Governments and the NSDS, as well as the other challenges identified during the environment scanning.

A key lesson learned relates to preparing KNBS and indeed the public service for the impending staff exodus due to massive retirements of ‘baby boomers’ and entry of younger employees into the workplace. The Ministry of Devolution and Planning’s Rapid Gender Assessment report, highlighted

long-standing discriminatory human resource practices resulting in young people and women not joining the workforce in numbers commensurate to their proportions in the population (Rapid Gender Assessment Report, 2009/10). According to the 2009 Population and Housing census, females made 51% of the population, with young people, making 25% of the population. In KNBS, women represent 24% while the youth is just 2 %.(KNBS, 2013). The change process will affect the organisational culture to embrace planning and diversity, with the resistance expected, only ameliorated by dialogue and the feedback mechanisms informing corrective action, qualifying KNBS as a learning organisation (Senge, 1990). The government as a key stakeholder is responsible for building formal opportunities for internships to nurture and grow talent. KNBS will implement an internship programme during this plan period and beyond, initially supported by the Swedish International Development Agency (SIDA) and later on its own. The interns will be fresh graduates in various disciplines relevant to statistical work. Through the process of developing the employees, KNBS will continue to strengthen the relatively new but robust retirement benefits scheme, to ensure that retiring employees can sustain a reasonable quality of life after work.

7.10 Conclusion

The proposed SWP at KNBS is cognizant of the limitations that come with being a government agency, as the success of any staffing efforts is very much a function of the political environment. The plan is, therefore, no “quick fix” and requires consideration in the right context. The proposition for a Strategic Workforce Plan for KNBS arose from the realisation that a high staff turnover due to massive exits was going to create a staffing crisis in the national statistical body. A quantitative analysis of the existing employees confirmed this potential situation. The study, therefore, sought to highlight factors that can stem the brain drain at KNBS proposing that SWP would facilitate a sustainable strategic plan for the next five years. Arriving at the SWP involved the use of a logical cyclical PAR model, which involved observing, planning, reflecting and taking action, in cyclical moves. The cycles were interspersed with evaluations and revisions to inform further action. This process facilitated both individual and organisational learning culminating in a change in the status quo. This policy based learning has revealed that reactive responses to workforce needs can only lead to crises, thus prompting the need for a proactive identification of talent, assessment of workforce shortages and strategic replacements in a timely fashion.

Chapter Eight: The Transition into a Scholar-Practitioner and Beyond

8. Introduction

In this closing chapter, I briefly recount what I went through from the time I enrolled for my DBA programme to the point of completing and submitting my thesis. A lot has changed in me, probably more than can be contained in this short chapter. I very much wanted to be a change agent in KNBS, boosting my capabilities with the acquisition of soft skills, from my earlier professional background in Accounting. The necessity was made more acute when, immediately I was hired as Director Finance and Administration, I was made responsible for the human resource function, and yet I had only scratched the surface of this subject (HR) in my earlier studies in the MBA programme. To be a change agent in this new state corporation, with the bulk of employees coming from the civil service was a challenge that would only be possible through cultivating my critical thinking skills. I needed to think rationally, and clearly to understand the logical connection between the problems identified in our workforce with the possible solutions. As I made my decision to start my DBA programme, two years into my job, I faced every day with trepidation, not knowing what to expect, with all the underlying forces driving the organisation. My first question was whether I was taking myself too seriously.

One of the interesting subjects I encountered immediately I joined the DBA programme, and which would have a big impact on me, was ‘action learning’. Indeed it was very stimulating learning about it on the Blackboard’, online. I got to become an avid participator, and leader in the online discussions with my learning set. I got to learn about being a ‘tempered radical’ (Meyerson, 2001; 2003), and a scholar-practitioner. As a scholar-practitioner, I required innovative and creative reasoning, while engaging in reflective and independent thinking. I needed to challenge the status quo, and seek new formulas to achieve our organisational goals. Meyerson (2003) illustrated how, as an everyday leader, I could stick to my values, assert my agenda, and provoke learning and change without jeopardizing my hard-won career. I could not deny that achieving a doctoral qualification would be prestigious. What I wanted however was to see my initiative as a way of making a contribution to a real problem at my workplace, by being committed to excellence and making a difference in the way we do things in KNBS. And most of all, I needed buy-in for change to take root. I learnt in my programme about everyone being a leader in their own right and about the essence of leadership, key of which was ‘Collaboration’.

Commitment meant going beyond the call of duty. I would still have held my job even if I did not undertake this study. However, my efforts were not without challenges, not least from rather unexpected quarters; my peers. I sensed both admiration and envy in equal measure. Peers that had agreed to collaborate with me, later gave one excuse after another on why they were unavailable. Further to that, my organisation does not sponsor Doctoral degrees, after the Government policy on the same. Lack of official support meant I had to pay my way, yet hoping to bring positive change to the same workplace. The self-sponsorship greatly eroded my savings and I had to resort to borrowing to keep up my fee payments. The fee escalations were made worse by the depreciation of the Kenyan shilling to the Euro by over 30% over a period of two years.

My time was in high demand, mixing the requirements of my family with those of my busy job and studying. Many a time, I would finish my assignments and post them from the golf club library, after a game, as I did not want to miss out on my sports. A few times, I did assignments on the plane and at airports as I travelled on official duty. On one of my travels in early 2013, I was robbed of my laptop and handbag, losing my completed Doctoral Development Programme (DDP) paper which I had carried along to edit before submitting the same. Needless to say, I had to start rewriting the 10,000 word paper afresh, after seeking an extension.

Later in the programme, I realised that action research would not always be the easiest methodology when the workplace improvement programme was accompanied by a need to write a thesis for an academic qualification (Sankaran et al., 2001). I could not distinguish clearly between the management outcomes and the research outcomes. As a practitioner, I was more action oriented and wanted to see tangible results from the Participatory Action Research (PAR). However, the action that led to the Strategic Workforce Plan that may not be considered valid as a research outcome. PAR needed to be the focus of the project for the results to be more readily realised. However, I needed both the qualification and the improvements in our workplace, passionately. I was therefore later relieved to learn that what was important was the actionable knowledge that we had created together with my research participants. I acknowledge that my contribution to KNBS may not be recognised immediately, but at a later date, its benefits will become clear.

8.1 Personal Growth

As a scholar- practitioner, I needed critical thinking skills. Critical thinking required an open mind, embracing new ideas and logical thinking. I needed to be reasonable and realistic in my approach to issues. The fact that I had used a collaborative approach in seeking the solutions that we needed was a positive step, as it enabled the teams to evaluate and challenge the long-held assumptions, values and ideas. Two critical premises for success were, to me, values and planning. It required that I have fundamental personal values, principles and time management skills. How else would I succeed at being a wife, mother, golfer, friend, and senior member of staff and still be a student and researcher, all at the same time? It is my values that would make me consistent, reliable and different; easy to work with and trustworthy above all. I needed to live my values for myself. If I did things just to please others, then perhaps I would not emerge successful, or even consistent. In the course of my studies, therefore, I kept honing my critical thinking skills. I learned never to take things at face value, but rather to take time interpreting any information provided. I built my analytical skills, not in the accounting sense (where figures balance all the time) that I had for so long been made to believe, but in a more profound way in which pieces of information would make logical meanings. I also needed to have a personal plan on juggling my many roles, and still, be authentic.

Ultimately, I have learned to be more objective, more directed at problem-solving rather than just satisfying my ego. I have learned to question claims and statements and provide explanations. I have learned to continue looking for more knowledge and ideas that can improve the efficiency and effectiveness of our processes. Awareness of myself has allowed me to reflect and make changes to my behaviours and attitudes. I now have a fair share of disciples, my participants. Those that stayed with me to the end, and even those who declined, have all learned something from collaboration. We have recently analysed our HR database for another cycle of data collection. Everybody in the big group and a little beyond knows about the ‘demographic time bomb’ and the strategic workforce plan that is supposed to mitigate it.

8.2 The Soft Systems Methodology

I was always thrilled by Checkland’s Soft Systems Methodology (SSM) from the day I encountered it during my DBA coursework. It involved a seven step process that was to me, a way of thinking, which I did not have to follow in a step by step manner (Dick, 2002). SSM’s inherent cyclic nature influenced our participatory action research as we were able to look at the ‘rich picture’ in our effort to define the

key features of our problem (step 1-3 of the SSM). We then looked for an ideal way to transform the inputs and outputs (step 3-4 of the SSM). The 5th and 6th steps were represented by the actual improvements that we intended to implement. The final stages of the SSM were the nature of implementation as well as the monitoring of reality. Indeed as Dick (2002) argues, the SSM framework was more action oriented than concept driven, making it easier to adopt while putting flexible systems thinking into practice. I would do this all over again whenever faced with a complex problem situation. SSM became a way of looking at issues, holistically.

8.3 The Opportunities and Challenges of Insider Research

Glesne (2006, p.22) advises novice researchers to identify the uncertainties, intrigues and dilemmas that interest them while selecting a topic for study. I chose to study strategic workforce planning, a subject that intrigued me due to the fact that I belong to the group that would be retiring in the next few years, making me a stakeholder in the outcomes of the study (Creswell, 2003). The problem under study also falls within my docket in KNBS. This insider position, however, posed both opportunities and challenges from different angles.

Issues of informed consent were a challenge due to the possibility of coercion, given my senior position within the organisation, blurring the taken-for-granted assumptions of both me, the researcher and the participants. The prospective study participants had opportunity and information to enable them to decide. The guidelines from the University were circulated to all prospective participants to allow them to decide, upon which they signed the consent forms. I had to assure the participants that there would be no ‘consequences to non-participation’ (Hammack, 1997)

The study involved collaborating with my work colleagues, in a setting that would be democratic. However, it was all very easy for power relations between my colleagues and me to bring about misunderstandings, especially when seeking to influence organisational change and transformation. Dick (2002) posits that it may be difficult to ‘maintain relationships’ in action research, when the researcher has ‘an ulterior motive’ such as the attainment of an academic qualification. Dick (2002) instead advises that to fulfil a dual role in attaining university study requires the researcher making the research story the core project while the improvement project becomes the secondary AR project. I was conscious that not every colleague would gladly join me or provide access to information. Yet, even when my peers did not cooperate, I received tremendous support from a large section of mixed levels of staff, to whom I will always be indebted.

My position of authority accorded me access to information and some resources (Coghlan, 2007; Coghlan & Brannick, 2001). However, the micro-politics of the organisation, such as professional jealousy, power differences gender stereotypes and vested interests (Herr and Anderson, 2005, p.65) would impact both the progress and the success of the study. Though not talked about openly, these side effects, if not properly anticipated would pose a major risk to insider research. Another danger, according to Herr and Anderson (2005, p.66) would be resistance, sometimes in the form of indifference to change efforts, an organisational culture that values individual effort and professional isolation. I have experienced indifference to our change efforts, not least from some very senior members of staff.

It was, therefore, prudent right from the start of the study that the complexity of the roles played by me, the doctoral researcher, be acknowledged and addressed appropriately. I had to continue my usual roles at work while also being a researcher. Given the many demands of my job and as a scholar-practitioner, I kept a journal to record those aspects of the decisions that related to my choices and their consequences (Reason & Bradbury, 2001a). Bogden and Bilken (2003) advice on the collection, recording and archival of field data. In this spirit, all field notes were typed out and stored in a word processing folder that was appropriately labelled. A back-up was done both locally and in the cloud server by saving the folder in a web-based mode.

8.4 Final Reflections

As a scholar-practitioner, one of the key challenges I encountered was to understand the nature of creating actionable knowledge without the theory creating research element. My supervisors sometimes gave me instructions I did not comprehend, or thought I did, only to discover that I had lost the way. I read scores and scores of books and articles in my quest to get out of this predicament. Initially, I was struck by Perry & Zuber-Skerritt (1992)'s model, which gave me the pure action research that is action-oriented, while being emancipatory, following the critical theory paradigm. Later, I changed to the two cycle model developed by Perry & Sankaran (2002), which was similar to Mckay and Marshall's (2001) dual imperative of action research. Ultimately, my participatory action project centred on the concern to address my workplace issue and I abandoned the idea of the research interest as it was of secondary significance. My reflections became the data that my colleagues and I collected for this project. I have converted the outcomes of the project into a document that we can put into practice. I have used language that my stakeholders can understand, even when it is different from the conventional way of reporting research outcomes.

In my position currently, I can influence change within KNBS. However, soon, I will exit. One issue I worry about is whether KNBS will keep the momentum for change once I leave. I had hoped to complete my programme earlier, though this was not possible. I still hope that there will be the political will to support future strategic workforce planning cycles. I also hope that more scholar practitioners will arise from KNBS, to keep the fire alive.

As I conclude, I reflect on this study, in which participants collaborated to look for ways of improving the practice to mitigate the effects of the larger than normal exits of staff from the workplace. While the process of collaborating in AR brought in its benefits, the many strategies that we have formulated will form a basis for further collaboration in future as we, together have identified the weaknesses in our practice, which need continuous improvement. While it is evident that detonating the demographic time-bomb has no easy answers, crafting the Strategic Workforce Plan has been a major stride in understanding the problem and formulating the mitigation strategies. We have created new knowledge by carrying out strategic workforce planning using participatory action research for the first time in this part of the globe. One of the ways that I will continue sharing my experiences will be through publishing journals on various aspects of the workplace, and in particular, on strategic workforce planning.

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APPENDIX 1(a)

Summary of Participants' Profiles as at October 2013

Participant' Sex and Age	Position in KNBS	Year started in KNBS/CBS	Qualifications	Current Training/ Development	Directorate
Male 50years	Director - Strategy and Development	2008	MBA (Strategic Management) Bed, CPS Finalist	None	S and D
Male 47 years	Senior Manager Co-ordination of National Statistics System	1999	MSc (Statistics) BSc Mathematics	None	S and D
Male 60 years	Senior Manager Administration	2006	Bachelor of Arts	None	F & A
Female 48 years	Senior Manager HR	2009	MA (Education Management B.Ed.	Pre-Doctorate Degree in HRM	F & A
Female 51 years	Manager HR	2008	MBA, Bachelor of Arts	None	F & A
Male 46years	Manager Administration	2008	MBA (Strategic Management)	None	F & A
Male 40 years	Manager Finance	2009	BBA (Accounting major)	MBA (Finance)	F & A
Male 38 years	Manager HR Development	2011	MBA (HR), BA	None	F & A
Female 35years	Management Accountant	2009	Bachelor of Commerce	MBA	F & A
Female 53years	Personal Secretary	1993	Higher Diploma in Secretarial Management	None	F & A
Male 60 years	Senior Clerical Officer	1980	National School of salesmanship (Manchester England)	None	F & A
Male 42 years	Director ICT	2008	MSc Information Systems	Ph.D.	ICT

			BSc (Survey)		
Male 57 years	Manager Library Services	1997	Bachelor of Library and Information Sciences.	Master of Library Sciences	ICT
Male 44 years	Ag. Director Macro- Economic Statistics	1995	Master of Arts, BSc Statistics and Mathematics	None	MES
Male 45 years	Senior Manager Economics	1995	MSc Statistics, BSc Statistics	None	MES
Female 45 years	Manager, Statistics	1996	MA Economics, BA Economics	Ph.D.	MES
Female 40 years	Personal Secretary	1996	Higher Diploma in Secretarial Studies	B.A	MES
Male 49 years	Director, Production Statistics	1993	MA Arts Economic Policy Management BSc Statistics	None	PRS
Female 45 years	Senior Manager, Statistics	1996	MSc International Development ,BSc (Statistics)	None	PRS
Male 47 years	Senior Manager Statistics	1996	MSc, BSc (Statistics)	None	PRS

Summary of Participants' Profiles as at October 2013 (continued)

Participant' Sex and Age	Position in KNBS	Year started in KNBS/CBS	Qualifications	Current Training/ Development	Directorate
Male 46 years	Senior Manager Statistics	1995	MA economic Policy Management BSc Statistics	None	PRS
Male 52 years	Manager Statistics	1988	BPhil. BSc Economics	None	PRS
Male 57 years	Statistical Officer1	1976	Certificate in Applied Statistics	None	PRS
Male 47 years	Director Population and Social Statistics	1995	MSc, BSc Mathematics	None	P and SS
Male 54 years	Manager, Economics	1988	M.A economics BPhil Economics	PhD in Governance and Policy Analysis	P and SS
Male 43years	Senior Manager Internal Audit	2012	BA, MBA Strategic Management CPA (K)	None	DG's Office
Male 40 years	Manager, Legal Services	2010	Bachelor of Law (LLB)	Master of Law	DG's Office
Female 35 years	Manager, Communications	2010	M.A.(Comm.), BA Labour Relations;	None	DG's Office
Male 48 Years	Senior Manager, Procurement	2012	MBA B.Com. CPA Finalist	Ph.D. Business Admin.	DG's Office
Female 27 Years	Assistant Manager- Internal Audit	2010	B.Com (Accounting CPA (K)	MBA.	DG's Office
Female 52 years	Director Finance & Admin.	2008	MBA, CPA (K), B.COM(Hons)	DBA	Researcher

Key: **S and D:** Strategy and Development; **F and A** - Finance and Administration; **MES**-Macro-Economic Statistics; **PRS**- Production Statistics; **ICT**-Information Communication Technology; **P and SS**- Population and Social Statistics; **DG's Office**-Director General's Office

APPENDIX 1(b)

KNBS Baseline Data from HR Database-December 2013

- A. Name
- B. Payroll Number Assigned
- C. Birth date
- D. Age
- E. Date of first appointment
- F. Date of retirement
- G. Sex
- H. Ethnic community
- I. Home County
- J. Work County
- K. KNBS level
- L. Designation
- M. Directorate
- N. Highest education attained

APPENDIX 2:

Interview Guidelines for Focus Group 2- Part 1 (Training & Development)

KNBS aspires to be a best practice organisation as well as being an equal opportunity employer in an increasingly competitive labour market. However, she now faces the challenge of an ageing workforce that is likely to lead to massive exits, leading to loss of skilled employees that may not be easily replaceable. Please, therefore, provide responses critically, based on your perceptions as they relate to Training and Development, Staff Welfare and Discipline. These will feed into a proposed strategic workforce plan for KNBS.

What makes Kenya National Bureau of Statistics (KNBS) a good place to work?

1. What do you find appealing about your current position at KNBS?
2. What do you consider to be career success?
3. What do consider being life success?
4. What makes KNBS a challenging place to work? What are the unique challenges in KNBS that not found in the rest of the Public service?
5. What would motivate you to seek promotion within your department?
6. What prevents you from seeking promotion within your department?
7. What can encourage qualified people in KNBS to seek advancement at the workplace?
8. How can we design the future workforce while considering the impact of the new service and the financial implications? Give three options.
9. How can we develop the future workforce while considering the skills and competencies required in delivering service?
10. What have you done to increase your chances of achieving career goals?
11. How can we deliver the future workforce while considering the:
 - (i) new ways
 - (ii) best practice sharing, and
 - (iii) Change management?
12. How can we prevent staffing crises due to shortfalls?
13. How can we encourage teamwork across professions?
14. How can we make optimum use of current staff? (Please give at least three options).

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15. How can we plan training of staff? (Please give as many options as you can).
 16. How can we develop flexible careers responding to government policies/Laws such as the Constitutional provisions and the Statistical Act?
 17. How do we align the workforce to our Strategic objectives?

APPENDIX 3:

Interview Guidelines for Focus Group 2- Part 2 (Gender and Disability)

KNBS now faces the challenge of an ageing workforce that is likely to lead to massive exits, leading to loss of skilled employees that may not be easily replaceable. Please, therefore, provide responses, critically, based on your perceptions on the issues listed below.

1. What do you consider to be career success?
2. What do you consider to be life success?
3. How do the two influence each other?
4. Where would you like your career in the next two years?
5. Where would you like your career ultimately?
6. What can encourage qualified people of each gender in KNBS to seek advancement at the workplace?
7. What can be done to encourage more women and the disabled at KNBS to seek advancement within their departments regarding policies?
8. What practices can be removed or added to promote the advancement of women in the workplace?
9. What makes Kenya National Bureau of Statistics (KNBS) a good place to work?
10. What do you find appealing about your current position at KNBS?
11. Have you noted any gender or age related tensions in KNBS? Please narrate.
12. What can be done to enable all generations, ethnic groups or professionals to work in harmony?
13. What makes KNBS a challenging place to work? What are the unique challenges in KNBS not found in the rest of the Public service?
14. What is the gender status of the workforce in your Directorate/Division/Unit?
15. How can we develop flexible careers responding to government policies/Laws such as the Constitutional provisions and the Statistical Act? Choose some and comment on them.
16. What are the obstacles that you have experienced in seeking advancement in your current position? What reasons do you attribute to these barriers? (Gender, ethnic group, directorate)

APPENDIX 4:

Interview Guidelines for Focus Group 3 (Recruitment & Retirement)

KNBS currently faces the challenge of an ageing workforce that is likely to lead to massive exits, leading to loss of skilled employees that may not be easily replaceable. Please, therefore, provide responses, critically, based on your perceptions on the issues listed below.

In your opinion, how can recruitment of staff be improved in KNBS?

1. What is your idea of career success?
2. What do you consider to be life success?
3. How do the two influence each other?
4. What is the role of retirement benefits scheme in staff retention?
5. KNBS has a Defined Contribution type of scheme. How does this differ from the Defined Benefits Scheme in the Civil Service
6. Comment on the sufficiency of the two pension plans as you understand them
7. How can we improve job security at KNBS?
8. In what ways can we demonstrate that we value our employees? Name as many as you can.
9. What do you consider a positive Work-Life Balance? How can we achieve this in KNBS?
10. What is positive communication? How can we encourage this at the workplace?
11. In what ways can feedback from employees be encouraged? What are the benefits?
12. Comment on an appropriate reward scheme that would be ideal for KNBS.
13. Should there be a mandatory retirement age? Why or why not?
14. How can we align the workforce to avoid massive exits such as the one we are facing now?

APPENDIX 5:

Strategic Workforce Planning Work-Plan- KNBS 2013/4

Activity		Tasks	Resources	Responsible T/L	Output/Product	Start Date	End Date
Setting strategic direction		<ul style="list-style-type: none"> - Review of the legal framework (Constitution 2010, Vision 2030, KNBS Strategic Plan 2013-2017, Statistics Act, 2006 - SWOT analysis and PESTEL - Creating an HR committee chaired by a technical director 	Documents HR resources Time	Isaac, Ngumba	Report(s)	Immediate - July 2014	End of July 2014
Analyse supply and demand and identify discrepancies	Supply analysis	<ul style="list-style-type: none"> - Requisition of the new Government HR Information System (GHRIS) - Updating the HR databases - Analyse supply - complete job evaluation process - Initiate Classification (schemes of service) review - Actual profiling 	HR databases SPSS HR resources Time Funds for GHRIS training(KNBS)	Rose, Kimuyu	Updated database Preliminary Profile Reports Trained officers on GHRIS	Immediate – July 2014	End of July 2014
	Demand analysis	<ul style="list-style-type: none"> - Analyse demand - Sensitising top management - Collect information 	HR resources Time Workforce sheet	All DFA – DFA/S &D ICT and DG's	Demand analysis Reports	Immediate – July 2014	End of July 2014

Activity		Tasks	Resources	Responsible T/L	Output/Product	Start Date	End Date
		using the workforce worksheet		office - Kimuyu Production – Ngumba Macro-Ndegwa Rose –PSS			
	Analysis and targeting the future	<ul style="list-style-type: none"> - Analysis and production of relevant scenarios - Interpret the scenarios 	SPSS Time profiles	DFA (Margaret)	Report on the demands and supply including the diversity aspect	August 2014	End of August 2014
Developing action plan	To address the gaps identified through the analysis	<ul style="list-style-type: none"> - Action planning - Identify priorities - Sensitization of top management - Translation of the action plan into a Board paper to seek approval 	Time Analysis Report	ALL	Action plan Board paper	September 2014	End of September 2014
Implement phase 1 of the action plan	-	<ul style="list-style-type: none"> - Carry out approved recruitment including Diversity plan implementation - Training and Development in support of the plan - Sensitization of all staff - Job descriptions 	Time Funding Action plans	Kimuyu, Rose, Ngumba	Reports Revised manuals and policy documents	Oct 2014	June 2015
Implement phase 2 of the action plan	-	<ul style="list-style-type: none"> - Review HR Manual and other policy documents 	Time Funding Action plans	Kimuyu Rose Ngumba	Reports Revised manuals and	July 2015	June 2016

Activity		Tasks	Resources	Responsible T/L	Output/Product	Start Date	End Date
		<ul style="list-style-type: none"> - Succession plan - Training and Development overall plan - Retention plan - 			policy documents		
Monitor, evaluate and revise		<ul style="list-style-type: none"> - Continually monitor implementation - Regular communication/updates to senior management and staff 	Time Funds	All	Quarterly reports		

APPENDIX 6:

Sample Workforce Planning Worksheet

Clarifying the Future Situation

Objective: This worksheet is to help in identifying the proposed change or growth expected in the chosen future, (5 years) depending on the Strategic plan. The resource assumptions are outlined as well as the workforce implications. This clearly sets the boundaries of the plan.

The first task is to specify the service change expected. This amounts to the 'vision'. The National Strategy for Statistical Development (NSDS) requires that KNBS coordinate the entire National Statistical System. The services affected must be identified and the time scales should be estimated carefully. The next course of actions is to identify non-staff resources required for the change. These will be buildings, equipment or leases. This may also require transfers or budgetary increases/reductions. This will enable us to understand the limitations we currently have.

Third, is to outline the implications for staff:

Is there a need to increase the numbers?

Does the skill-mix require change?

Does this affect the skills required by staff? Is there more training required?

Will there be a need to change working patterns? In what ways? For instance, do we require shifts of outsourcing?

By breaking the change project into smaller parts, we can more clearly zoom on the task, enabling us to determine target dates and timescales to each.

Planning Worksheet for Population and Health Division

Stage 1 Identify the general scope and shape of the proposed business change	Identify here: <ul style="list-style-type: none">• The proposed change• The current services to be affected by the change• The proposed timescales
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<p>Stage 2</p> <p>Identify the resources to be affected excluding staff</p>	<p>Identify here:</p> <ul style="list-style-type: none"> • Buildings and other physical resources • Financial resources • Transfers
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<p>Stage 3</p> <p>Identify staffing implications of the change</p>	<p>Identify here</p> <ul style="list-style-type: none"> • Increase/decrease of staff • Transfer of staff • Changes to skills mix • Changes in qualifications required • Changes to working practices • Current staff shortages
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<p>Stage 1, 2,3 of the Project</p>	<p>Identify</p> <ul style="list-style-type: none"> • The next 3-4 major tasks or events • The appropriate targets and timescales
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<p>Identify the general scope and shape of the proposed change</p>	<p>➤ THE PROPOSED CHANGES</p> <p>Technical areas</p> <ul style="list-style-type: none"> ➤ Implement updates of System of National Accounts(SNA 2008) ➤ Revision of National Accounts ➤ Compilation of input/output tables and Social Accounting Matrix (SAM)
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	<ul style="list-style-type: none"> ➤ Meeting the Special Data Dissemination Standards (SDDS) requirements ➤ Conduct survey of transport and ICT ➤ Increase the scope of ICT indicators published ➤ Develop a comprehensive register of hotels for the Business Register/master file ➤ Continuously carry out tourism satellite accounts ➤ Implement the BPM6 ➤ Conduct regular Informal Cross Border surveys ➤ Conduct annual Foreign investment surveys (FIS) and International Investment Position (IIP) ➤ Conduct regular remittance surveys ➤ Compile statistics on SACCO and pensions ➤ Expand the scope of regular monetary and financial statistics ➤ Compile the GFS for the entire general government ➤ Compile high-frequency GFS i.e. monthly and quarterly ➤ Carry out a Renaissance study of governments to facilitate compilation of comprehensive county specific GFS ➤ Undertaking of the agriculture and livestock census; ➤ Integrated labour force survey(ILFS); Quarterly labour force survey; ➤ Revamping of the quarterly business expectations survey; ➤ Rebase/undertake construction input price indices survey (CPII); ➤ Expanding scope of producer price indices- agriculture, services; ➤ Compilation of a Harmonised Consumer Price Index; ➤ Collection and compilation of Monthly Retail Prices from open Markets to monitor food security; ➤ Annual survey of industrial production; ➤ Micro, small and medium enterprise survey. ➤ Preparations for the 2019 Census ➤ Preparations for the County Indicators and County Statistical Abstract. <p>Support areas</p> <ul style="list-style-type: none"> ➤ Develop an efficient, stable, sustainable and diverse KNBS workforce at the county and HQ. ➤ Creation of record keeping/ documentation and/or contract management unit. ➤ Institutionalise the Risk management culture and increase the number of Audits in the risk-prone areas.
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	<p>➤ THE CURRENT SERVICES TO BE AFFECTED BY THE CHANGE</p> <p>Technical areas</p> <ul style="list-style-type: none"> ➤ Provide requisite wide-ranging statistics/indicators for policy design and evidence-based decision making. ➤ Gradual improvement in the quality of statistics produced. ➤ Updated agriculture and livestock indicators; ➤ Annual/quarterly labour force/ employment indicators; ➤ Short-term macroeconomic indicators, ➤ Quarterly construction input prices/indices; quarterly PPI; monthly CPI; industrial indicators; informal sector indicators ➤ Indicators for use in development planning at county and national level. ➤ Improved Quality of data collection and analysis and data dissemination <p>Support areas</p> <ul style="list-style-type: none"> ➤ Performance management system; ➤ Work environment, ➤ Corporate culture, ➤ Organization structure and staffing levels, ➤ Training activities, ➤ Remuneration, ➤ Succession management. ➤ Functions of registry <p>➤ THE PROPOSED TIMESCALES</p> <p>Technical areas</p> <ul style="list-style-type: none"> ➤ Year 2014/2019 <p>Support areas</p> <ul style="list-style-type: none"> ➤ Year 2013/2018
Identify the resources to be affected excluding staff	<p>Identify here:</p> <ul style="list-style-type: none"> • BUILDINGS AND OTHER PHYSICAL RESOURCES

	<ul style="list-style-type: none"> ➤ Adequate office space for HQs and County Offices ➤ Statistical Software ➤ Vehicles at the County Offices ➤ Data management equipment ➤ Office equipment such as computers and printers Warehouse and material handling equipment, <ul style="list-style-type: none"> • FINANCIAL RESOURCES <ul style="list-style-type: none"> ➤ Funds need to be mobilised from all sources to implement and facilitate Bureau activities.
Identify staffing implications of the change	<ul style="list-style-type: none"> • INCREASE/DECREASE OF STAFF <ul style="list-style-type: none"> ➤ The increase of staff to take up operationalized functions from about 500 staff to 1000 as per strategic plan proposal. ➤ Redistribution of duties once new staff are in place given that some of the current staff are handling excess duties leading to delay or non –completion. <ul style="list-style-type: none"> • TRANSFER OF STAFF <ul style="list-style-type: none"> ➤ Some highly trained and qualified staff to be moved to Counties to enhance performance as Counties is critical in data collection. ➤ Some internal transfers to ensure qualification mix of every staff are aligned to their areas of expertise. <ul style="list-style-type: none"> • CHANGES TO SKILLS MIX <ul style="list-style-type: none"> ➤ Recruitment of more staff with required skills for implementation of activities in the Bureau. ➤ Training on various skills required in the Bureau like analysis of data. ➤ Staff will be necessary to diversify their skills to improve their analytical capabilities and cope with the dynamics of technological advancement.

	<ul style="list-style-type: none"> ➤ Job rotation and training on the job especially in Technical line to be practised to ensure there is a skills mix and to enhance succession planning. ➤ Interns /Graduate trainees to be employed to bridge the staffing gaps with the aim of retaining those who perform well. This will ensure the Bureau employs staff that they are confident will perform. <p style="text-align: center;">• CHANGES IN QUALIFICATIONS REQUIRED</p> <ul style="list-style-type: none"> ➤ Technicians with diploma level qualifications should also be recruited to work with statisticians and economists ➤ Skills base to be continually expanded through training and development especially in specialised areas such as statistics to accommodate changes or new developments in some fields. ➤ A statistician should also be trained in communication skills. <p style="text-align: center;">• CHANGES TO WORKING PRACTICES</p> <ul style="list-style-type: none"> ➤ Members of staff should handle the entire process of data management with relative ease.i.e. Data collection, analysis and dissemination of statistical information. ➤ Benchmarking shall be done to gather best practices in production of statistics ➤ Adoption/domestication of international standards ➤ Use of data quality assessment frameworks ➤ The introduction of new organisation culture to be proposed by the Bureau to guarantee lasting positive change. ➤ Rotation of staff within the divisions ➤ Timely release of data to inform policy as per the release calendar ➤ Multi-skilling/tooling to be practised where one person is expected to perform several functions as this will enhance efficiency in service delivery and reduce the time taken to perform a particular task.
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	<ul style="list-style-type: none"> ➤ Sensitization of staff members to embrace team spirit/work ➤ Use of Electronic working papers system and data analysis soft wares to ensure that the data strata are sampled with ease by providing better analysis of data. ➤ The officers will be able to undertake in-depth analysis of the census data and also effectively communicate the findings to policy makers to enhance proper use of the data ➤ The officers will able to analyse data at the county and national levels and also effectively communicate the findings to county policy makers to enhance the proper use of the data. ➤ Field officers will be more professional in their duties and will require adequate working tools. This will result in more financial resources required. <p style="text-align: center;">• CURRENT STAFF SHORTAGES</p> <ul style="list-style-type: none"> ➤ Address the staff shortages in all cadres. ➤ Outsourcing of non-core areas such as cleaning, to reduce the wage bill and enhance concentration in the Bureau, score business. ➤ Right-sizing, retrenchment of those not qualified and recruitment to fill gaps
Stage 1 of the Project	<p>➤ THE NEXT 3-4 MAJOR TASKS OR EVENTS</p> <p>Technical Areas</p> <ul style="list-style-type: none"> ➤ Disseminate the revised national accounts ➤ Release the Economic Survey and Statistical Abstract as scheduled ➤ Release the Quarterly economic statistics promptly ➤ Conduct the Kenya Integrated Household Survey (KIHBS) which a primary source of economic data. ➤ Revamping of the quarterly business expectations enquiry survey ➤ Rebase/undertake construction input price indices survey (CIPI) ➤ Undertake the Micro Small and Medium Enterprise Survey

	<ul style="list-style-type: none"> ➤ Quarterly Labour Force survey ➤ Undertaking of comprehensive Agriculture and Livestock Census ➤ Development of the 2019 census project proposal together with a cabinet memo ➤ Mapping exercise ➤ Establishments of various committees ➤ Development of the questionnaires ➤ Development of County Statistical Abstract tools i.e. questionnaires, manuals, among others ➤ Printing and Dissemination of County Statistical Abstract <p>Support Areas</p> <ul style="list-style-type: none"> ➤ Development and implementation of performance Management systems and results based culture.....2014/2014 ➤ Improve the work environment...on-going and continuous ➤ Institutionalize organizational culture change.....2014/2018 ➤ Review the job evaluation report....2013/2014 ➤ Recruitment and training of current staff. ➤ Establishment/construction of a warehouse (period: depends with funds availability, size amongst other aspects) ➤ Purchase of Equipment and furniture ➤ Compliance with the public procurement and disposal act on safe keeping of procurement documents for at least 6years <p style="text-align: center;">• THE APPROPRIATE TARGETS AND TIMESCALES</p> <ul style="list-style-type: none"> ➤ Strict adherence to the calendar of release that stipulates the planned release dates for the various statistics ➤ Implement activities aimed at adhering to international standards by 2017 ➤ Updated and timely monthly/quarterly and annual economic indicators ➤ Updated informal sector data ➤ Rebased construction input indices
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	<ul style="list-style-type: none"> ➤ New data demands locally, regionally and Internationally met ➤ The proposal should be ready and submitted to the cabinet for consideration by February 2016 ➤ Mapping should start by June 2016 and end by August 2018 ➤ Committees should be established by end 2015 ➤ Questionnaires should be finalized by June 2018 ➤ The target is to produce County Statistical Abstract in all the 47 Counties by December of each year ➤ Replacement of ageing staff with qualified statisticians ➤ Equipping county offices with computers ➤ Capacity building for younger staff in the field ➤ Acquire adequate office space for county staff ➤ Promotion of staff who have acquired higher education
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APPENDIX 2: Staff Establishment vs. Ideal by Directorate as at December 2014

DIRECTORATE	KNBS LEVEL	PROPOSED ESTABLISHMENT	CURRENT ESTABLISHMENT	VARIANCE
Director General's Office	1	1	1	0
Internal Audit and Risk Management	3	1	1	0
	4	2	1	-1
	5	1	0	-1
	6	1	1	0
Public Affairs and Corporate Communication	4	1	1	0
Legal Affairs	4	1	1	0
Procurement	3	1	1	0
	4	1	1	0
	5	2	1	-1
	6	3	2	-1
	7	2	2	0
	8	2	2	0
	9	1	1	0
	10	0	0	0
	11	0	0	0
Office of Director Finance and Administration	2	1	1	0
Administration	3	1	0	-1
	4	2	1	-1
	5	2	2	0
	6	8	8	0
	7	10	10	0
	8	6	4	-2
	9	10	10	0
	10	27	15	-12
	11	11	11	0
Human Resource Management and Development	3	1	1	0
	4	2	1	-1
	5	3	1	-2
	6	2	0	-2
	7	5	5	0
	8	4	4	0
	9	2	2	0
	10	0	0	0
	11	0	0	0

DIRECTORATE	KNBS LEVEL	PROPOSED ESTABLISHMENT	CURRENT ESTABLISHMENT	VARIANCE
Finance	3	1	0	-1
	4	1	1	0
	5	1	1	0
	6	1	1	0
	7	2	2	0
	8	5	5	0
	9	0	0	0
	10	0	0	0
	11	0	0	0
Population and Social Statistics	2	1	1	0
	3	4	2	-2
	4	11	3	-8
	5	19	9	-10
	6	99	60	-39
	7	137	4	-133
	8	292	124	-168
	9	125	76	-49
	10	54	9	-45
	11	0	0	0
Macro Economics Statistics	2	1	0	-1
	3	6	2	-4
	4	20	5	-15
	5	31	3	-28
	6	14	14	0
	7	0	0	0
	8	2	2	0
	9	0	0	0
	10	0	0	0
	11	0	0	0
Production Statistics	2	1	1	0
	3	4	4	0
	4	14	9	-5
	5	15	2	-13
	6	36	15	-21
	7	0	0	0
	8	28	10	-18
	9	6	6	0
	10	0	0	0
	11	0	0	0
ICT	2	1	1	0
	3	4	2	-2
	4	14	5	-9

DIRECTORATE	KNBS LEVEL	PROPOSED ESTABLISHMENT	CURRENT ESTABLISHMENT	VARIANCE
	5	18	1	-17
	6	30	5	-25
	7	22	1	-21
	8	14	12	-2
	9	2	2	0
	10	0	0	0
	11	0	0	0
Strategy and Development	2	1	1	0
	3	3	1	-2
	4	7	1	-6
	5	10	0	-10
	6	4	4	0
	7	0	0	0
	8	0	0	0
	9	0	0	0
	10	0	0	0
	11	0	0	0
TOTAL		1157	482	-675

APPENDIX 7:

KNBS Mandatory Retirements for 2014- 2015

DIRECTORATE	DATE OF EXIT	REASON	DESIGNATION
Population	1/7/2015	Retired	Statistical Officer
Population	1/7/2015	Retired	Senior Clerical Officer
Population	1/7/2015	Retired	Senior Driver
Finance and Administration	1/7/2015	Retired	Driver 1
Population	1/7/2015	Retired	Clerical Officer
Population	2/5/2015	Retired	Senior Clerical Officer
Population	24/03/2015	Retired	Senior Clerical Officer
Population	28/02/2015	Retired	Statistical Officer
Population	10/2/2015	Retired	Statistical Officer
Population	19/01/2015	Retired	Statistical Officer
Population	11/1/2015	Retired	Senior Clerical Officer
Population	1/10/2015	Retired	Senior Clerical Officer
Production	21/11/2014	Retired	Statistical Officer
Production	10/11/2014	Retired	Clerical Officer
Population	24/09/2014	Retired	Clerical Officer
Population	25/08/2014	Retired	Clerical Officer
Production	16/07/2014	Retired	Senior Clerical Officer
Population	14/07/2014	Retired	Senior Clerical Officer
Finance and Administration	3/7/2014	Retired	Senior Clerical Officer
Population	2/7/2014	Retired	Senior Clerical Officer
Finance and Administration	1/7/2014	Retired	Senior Manager Administration
Population	1/7/2014	Retired	Statistical Officer
Population	1/7/2014	Retired	Statistical Officer
Population	1/7/2014	Retired	Senior Clerical Officer
Population	1/7/2014	Retired	Senior Clerical Officer
Population	1/7/2014	Retired	Senior Clerical Officer
Population	1/7/2014	Retired	Senior Clerical Officer
Population	1/7/2014	Retired	Clerical Officer
Production	1/7/2014	Retired	Clerical Officer
Population	21/06/2014	Retired	Senior Cartographic Assistant
Population	30/04/2014	Retired	Clerical Officer
Population	6/4/2014	Retired	Clerical Officer
Population	15/04/2014	Retired	Statistical Officer
Finance and Administration	19/04/2014	Retired	Chief Driver

Source: KNBS Human Resource database (2015)

APPENDIX 8:

KNBS Officers Exited Other than on Retirement: 2012-2015

DIRECTORATE	DATE EXIT	REASON	DESIGNATION
Population	2/7/2015	Death	Statistical Officer
DG's Office	20/05/2015	Resignation	Public Relations Manager
Population	31/03/2015	Death	Senior Clerical Officer
Macro	1/3/2014	Resignation	Manager Economics
Population	1/12/2014	Voluntary Retirement	Senior Clerical Officer
Population	1/12/2014	Voluntary Retirement	Senior Clerical Officer
DG'S Office	5/12/2014	Resignation	Manager Internal Audit
Finance and Administration	15/10/2014	Resignation	Manager HRD
Macro	1/3/2013	Seconded to UN	Manager Economics
DG'S Office	14/04/2014	End of Contract	Director General
Finance and Administration	1/4/2014	Resignation	Senior Accountant
Finance and Administration	1/4/2014	Resignation	Senior Accountant
DG'S Office	31/10/2013	Resignation	Internal Auditor
Population	8/10/2013	Death	Statistical Officer
Population	1/8/2013	Absenteeism	Senior Clerical Officer
ICT	4/8/2013	Resignation	Manager ICT
Finance and Administration	1/7/2013	Dismissal	Support staff III
Population	21/06/2013	Death	Senior Cartographic Assistant
Finance and Administration	30/04/2013	Resignation	Senior Manager Finance
Strategy	29/02/2013	Resignation	Manager Strategy/Development
DG'S Office	31/03/2013	Resignation	Manager Internal Audit
DG'S Office	31/01/2013	Resignation	Senior Procurement Officer
Population	4/2/2013	Death	Senior Clerical Officer
Population	5/2/2013	Death	Statistical Officer
Finance and Admin.	1/11/2012	Resignation	Driver
Production	31/12/2012	Resignation	Economist
Population	31/10/2012	Resignation	Senior Carto Assistant
Production	16/10/2012	Death	Manager Statistics
Population	17/08/2012	Death	Support Staff II
Population	1/8/2012	Death	Statistical Officer
Macro	1/4/2012	Resignation	Manager Economics
DG'S Office	1/4/2012	Resignation	A/ Manager Internal Audit

APPENDIX 9

APPENDIX 10

Sample Anonymized Verbatim Participant Responses

The Bureau currently faces the challenge of an ageing workforce that is likely to lead to massive exits, leading to loss of skilled employees that may not be easily replaceable. As a member of the Bureau's employees, you are engaged in the staff retirement scheme that is part of the process of ensuring that employees are secure in their old age. Please, therefore, provide responses, critically, based on your perceptions on the issues listed below.

Q: In your opinion, how can **recruitment of staff be improved in KNBS?**

- By proper advertisement both in media and county offices
- Involving persons more informed in various thematic areas
- Have several levels of recruitment i.e. County level, National Level and finally persons to be recruited be tested practically in fields that they are qualified for.
- Any referees that they give should be conducted in confidence while on probation.

Q. What is your idea of **career success?**

- Any success is when one is satisfied and confident hence career success is in my view is when one is satisfied and confident in the field that they studied and enjoyed their career without stress.
- Career success also, I believe, is when one makes decisions following the instinct of his career and feels satisfied and confident in completing the assigned or assumed duties.

Q. What do you consider to be **life success?**

- Life success, in my view, is when one is happy and satisfied with what he/she gains genuinely from his/her sweat.
- When one can meet his/her obligations without many obstacles
- He/she can compare favourably with his/her peer groups
- He/she can cater for his her basic human needs favourably
- How do the two influence each other?
- Career success is like a yardstick to successful life
- People tend to believe that their life success or failure is the career path they undertook

Q What is the role of **retirement benefits schemes in staff retention?**

- The retirement schemes when properly expounded to the newly recruited staff will influence their stay or not
- When employees join institutions, these days, they also look for the future unlike in the previous years when they looked for job security.
- The better retirement benefits that an institution offers determines the retention of newly recruited staff.

Q. KNBS has a **Defined Contribution type of scheme. How does this differ from the **Defined Benefits** Scheme in the Civil Service?**

- The KNBS Scheme is well defined, and each member knows that by the end of his/her service to the bureau there is a clear benefit he will receive from the Bureau unlike in the civil service.
- In the Civil service the employees do not contribute and if they do is a paltry 0.2% of basic salary referred to as “widow and children pension scheme”. (Although there has been proposal to have contributory scheme).

Q. Comment on the **sufficiency of the two pension plans as you understand them**

- The Civil Service Scheme depends solely on the exchequer and hence managed by the government (Employer), while the contributory scheme is self-sufficient since the contributions are invested to generate more funds and annually their statements to employees showing how their funds have increased and the employees’ representatives and employers representative decide where to invest.

Q. How can we improve **job security at KNBS?**

- The bureau has the best brain in the government sector, and these brains can be tapped to generate funds through:
- Starting an on the job training for employees in various techniques of the design of the survey, data capture, analysis and dissemination for employees in the government and private sector. This will be in line with the bureau’s mandate as the custodian of the official Government Statistics.
- The bureau should strive to have its offices in Capital and Training Centre fully equipped and some of the employees be deployed to offer services here so that all the staff are optimally utilised.
- There are very many governments departments that collect data but do not know how to utilise the data hence such training will enhance their capacity.

-
- In what ways can we demonstrate that we value our employees? Name as many as you can.
 - Promotions when due
 - On job training
 - External exposure for all staff irrespective of positions they hold
 - Regular and timely surveys on staff job satisfaction
 - Bottom-up policy development mechanism (all staff members be consulted when a new policy is to be effected)
 - Encourage members of staff to join a trade union of their choice
 - All members of staff are trained on basic management skills
 - Let there be an open day where members of staff can air their grievances without victimisation
 - Positive criticism should be encouraged

Q. What do you consider a positive **Work-Life Balance? How can we achieve this in KNBS?**

- Positive work-Life Balance I believe is when one has a positive attitude towards the work they are doing and at the same time they live a positive life.
- Positive work attitude is when one values the work they do. They believe that they should do their best even without any rewards coming their way.
- Positive life is where they believe that there are there for a purpose and that purpose should be fulfilled.

Q. What is **positive communication? How can we encourage this at the workplace?**

- Positive communication is the one that expected results is achieved by the originator of the communication. Communication is the processing of passing certain information.
- Effective communication principles require that:
- The message being conveyed should not be vague
- It should be straight to the point
- Should be as simple as possible
- The addressee should be clearly be indicated
- Ample time is given for communication to come back
- In what ways can feedback from employees be encouraged? What are the benefits?
- Either the anonymous communication should be encouraged – many people fear to reveal their identity for fear of repercussions. OR

-
- A desk is set where employees can deposit the accolades or dissatisfactions

Q. Comment on an appropriate reward scheme that would be ideal for KNBS.

- Before any awards being given, there should be a panel to vet those that have been proposed from different directorates for any awards. This will avoid the seniors only being given awards and hence demoralise other members of staff. They should be in the following category:
- Long years serving awards
- The best performing directorate
- The best worker of the year (there should be proven records for such a person)

Q. Should there be a mandatory retirement age? Why or why not?

- There should be a mandatory retirement age. This will deter young brains retiring and being hired elsewhere. Also for those catered for in the scheme, without mandatory retirement age there will be an exodus, and hence the scheme will not be able to cope with the demand.

Q. How can we align the workforce to avoid massive exits such as the one we are facing now?

- Proper remuneration and opening avenues for upward movement regarding promotions and advancement.

Focus Group 3- Coded Responses

Recruitment & Retirement

	Member 1	Member 2	Member 3	Member 4	Member 5
CODE	Sub-Code	Sub-Code	Sub-Code	Sub-Code	Sub-Code
1. Recruitment	background checks	based on aptitude	proper advertisement	recruiting interns	internship programme
2. Career Success	remuneration and benefits	the accomplishment of values and goals	satisfied and confident	Achieving your desires	Completing the assigned duties.
3. Life Success	earned recognition	opinion giver	Attainment of provisions	getting satisfaction	meet his/her obligations
4. Career/Life Influence	good career/Success in life	career may keep one so busy that they have no time	life success conducive environment for career success	Success in one leads to success in the other	Career success yardstick to successful life
5. Retirement benefits scheme/Retention	develop loyalty for the organisation	positive and caring employer	contributes to Job Satisfaction	prepares the members for their retirement	will influence their stay or not
6 DB Vs DC Schemes	the employee makes no contribution but gets benefits	Civil servant one is non-contributory	DC, the member has individual account	<i>contributions are only from the government</i>	Civil service the employees do not contribute

7 Sufficiency of the two pension plans	DC is good for the employee	either plan would provide a favourable retirement benefit	guarantee of payment on retirement	<i>a potential challenge of funding and inflexibility</i>	Civil Service Scheme depends solely on the exchequer
8. Job security	implementing the job evaluation	growth fairness and ample remuneration	reducing chances of dismissal, appreciating the workers	<i>develop clear career paths</i>	The bureau should strive to have its own offices
9. Value our employees	compensating the adequately and competitively	continuously improving their benefits	Being there in person/or emotion in times of need	<i>Pension scheme, Healthcare scheme, training</i>	Promotions when due
10. Positive Work-Life Balance	work dimension does not override the social side	being neither a workaholic nor sloth in one's job	best in work place and having time to enjoy your life	<i>balance between work and lifestyle</i>	positive attitude towards the work they are doing and at the same time they live a positive life
11 Positive communication	sender and receiver of a message understand and interpret it	one communicates constructively as opposed	all in a department or any area are informed of what is	<i>effectively convey meaning</i>	the message being conveyed should not be vague

		to being demeaning	happening		
12 Feedback from employees	involving employees in meetings	holding regular open forums and ensuring that concerns raised are addressed	All views must be considered and individual thanked	<i>Open communication channels like the suggestion boxes</i>	anonymous communication should be encouraged
13 Reward scheme	one which can compete with that of similar organisations	Yearly bonus for all staff	Paid-for holidays with members of the family	<i>recognition for achievement in a staff function</i>	avoid the seniors only being given awards and hence demoralise other members of staff
14 Mandatory retirement age?	Creates space for the young generation	human ability diminishes as they grow old	Should be based on the productivity of the individual	<i>the young professional population needs space</i>	will deter young brains retiring and being hired elsewhere
15 Aligning the workforce	proper policies on promotion in place	recruit continuously with age based criteria	well defined career progression	<i>improve terms for young talented and competent graduates</i>	upward movement regarding promotions and advancement